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HOUSE OF REPRESENTATIVES

IOWA'S STATEWIDE WORKFORCE INNOVATION PLAN

REPORT TO THE IOWA LEGISLATURE

JANUARY 2009

Presented by:

**IOWA WORKFORCE DEVELOPMENT
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I. EXECUTIVE SUMMARY

Background

Across Iowa and across the U.S. significant changes in the economy, business operations, and the demographics and skills of the workforce are driving the public workforce system to change. These changes must occur in a dynamic environment that includes fluctuations in resources; new services and methods; shifting customers; customer needs; and accelerated skill requirements.

What is needed across Iowa is a sturdy yet flexible talent pipeline that meets the short- and long-term demands of the business community. For optimum success, the public workforce system must play a comprehensive role in assuring a relevant pipeline by:

- Aligning workforce services and resources to meet the needs of a skills-based economy;
- Optimizing and significantly improving the “return on investment” that funds multiple programs; and
- Ensuring customer access and participation, timeliness and responsiveness, and maximum coordination for skills development services.

House File 2699 directed the Iowa Workforce Development Board, in cooperation and consultation with the Association of Iowa Workforce Partners and the Employer’s Council of Iowa, to develop a “statewide workforce innovation plan” to optimize the role of the public workforce system. In the development of that plan, the Legislature required:

- “Recommendations for coordinating the workforce delivery system in a more efficient, cost-effective manner while improving services for customers,
- Recommendations regarding the co-location and integration of all workforce and job training programs; and
- Recommendations for improving the effectiveness of the regional workforce system.”

In addition, it required establishment of at least one certified one-stop center in each of Iowa’s fifteen workforce regions by the year 2012.

The following document presents Iowa’s Statewide Workforce Innovation Plan, a comprehensive initiative to improve services for both businesses and individuals across the state. The plan—and its already commenced first steps—has become known by one word: “Integration.” Put simply, Integration is (as the Legislature put it best) “coordinating the workforce delivery system in a more efficient, cost-effective manner while improving services for customers.”

The Goal: Demand-driven, Skill-Based Service Integration

While integration is a requirement of the Legislature, there are additional compelling reasons for this strategy. The partners of the workforce system continually cooperate and collaborate; however, they have not fully integrated their systems. This has led to inefficiencies that include duplication of process steps and administrative transactions that waste resources and customer and staff time; overlap and redundancies in services, and a focus on program operations – often at the expense of customer service.

These findings became readily evident to Director Buck and Deputy Director Walsh during their 100-Day Tour, which commenced after their appointments by the Governor in August 2007. The 100-Day Tour also uncovered another critical finding: the current service delivery model is not aligned with the needs of the business community. The 21st Century economy is increasingly becoming a *skills-based* economy. With freer movement of labor, a decrease in other barriers to employment, and less job stability, workers must increasingly rely on their work skills as their capital when seeking employment.

The Process: Extensive Collaboration and Structured Development

The Iowa Integration model utilized “promising practices” from other states that have integrated services. With these “case studies” as a resource, an inclusive, participatory process was used -- among a wide range of partners, stakeholders and knowledgeable advisors -- to adopt a model customized to Iowa’s unique requirements, conditions and objectives.

The adoption of an Iowa Integration model was then complimented by development of an implementation process that, again, includes extensive collaboration and participation. On July 9, 2008, the Integration effort was launched through a day-long meeting with over 100 stakeholders. Those stakeholders provided input that IWD included in the integration plan and have begun to implement.

Within Integration, there are a few key elements necessary to having an optimal outcome. They are:

- Developing “Leadership Teams” to lead the process – The State Workforce Board, in cooperation and consultation with the Association of Iowa Workforce Partners (AIWP) and the Employer’s Council of Iowa (ECI), is the party ultimately responsible for approving the direction of Integration. The State Board combined with the AIWP and ECI representatives are known as the “Advisory Board.” In addition, there are several other team, including: the “State Leadership Team” responsible for implementing Integration, “Regional Leadership Teams” responsible for implementing Integration in each local center; a “Destination Integration Team” comprised of Workforce Investment Act Directors, and finally our 15 Regional Workforce Investment Boards who oversee local workforce regions across the state;

- Organizational Structure – The structure is established by function and natural customer flow through unified process steps versus customers going to one “program” after another to register, have eligibility reviewed, provide repetitive data and receive similar assessment and planning services;
- Establishing uniform policies and procedures for implementation – The policies establish the principles and guidelines for implementing Integration statewide, and includes policies on the Integration model, functional descriptions for staff members, functional supervision and premises;
- Selecting test sites for implementation – Integration is being done at seven pilot locations, or “Learning Labs,” before deploying the methodology statewide. Those pilot locations are Dubuque, Mason City, Fort Dodge, Waterloo, Des Moines, Council Bluffs, and Creston;
- Establishing a Certification Process – The Certification process will ensure that all of the IowaWORKS Centers throughout the state meet baseline criteria in order to be certified;
- Consistent, Shared Data - “I-Works,” will serve as a central repository for customer data, case notes, services plans, etc., and allow all partners to share data. This database is a critical element of ensuring the success of the Integration effort.
- Customer Flow - Standardizing the customer flow, and positioning staff in service areas to increase customer and staff interaction;
- Branding - All workforce partners as one identifiable brand “IowaWORKS”; and,
- Co-locating all partner offices – While the co-location of all offices is a specific objective of HF 2699, it is difficult to immediately implement because of existing leases. The result is that as leases expire, all non co-located offices will be co-located.

The Iowa Integrated Services Model

The major objective of the demand-driven, skills-based integration model is to ensure that each customer knows his/her skills, has an opportunity and is encouraged to grow their skills; and gets the best job possible utilizing their skills.

A non-integrated system does not have a structured path to take a job seeker from the door of a workforce center (or web portal), through an assessment for eligible/needed services, to a connection for training opportunities, and finally connecting that job-seeker to a job. The current workforce system features self-service process where the job-seeker must independently navigate the various partner systems. During the 100-Day Tour, it became clear that a self-service, non-integrated system is not the most effective delivery system in today’s workforce environment.

This integrated system has the following three basic components:

- Integrated Customer Pool – The customers (including Unemployment Insurance claimants) will all be identified as job seekers. They will be routed through our offices to one of three service cohorts: career development, career advancement, or employment express.
- Integrated Customer Flow – All three cohorts of customers will flow through our workforce offices in the three stages, organized by “function” rather than “program”: membership services, skill development services, and employment services.
- Integrated Customer Service Teams – All partner members of the workforce system will contribute (as appropriate) to service delivery in teams correlated to the service areas. As a result, there will be a membership team, a skill development team, and an employment team in each office. In offices which are too small for full “teams,” these tasks will be carried out as functions.

Conclusion

This document serves as a plan as required by the Legislature; however, it also serves as a testimony to the fortitude and stalwart effort that has been poured into this immense project by management and staff to bring the plan to fruition. As Iowa's workforce system continues to be integrated the plan will continue to be refined, identifying Best Practices and incorporating additional programs and processes as our workforce progresses into the 21st Century. There are still many hurdles remaining as the implementation process gains momentum. There are sure to be some false starts as the actual implementation begins – but there is conviction behind the actions of all the involved partners to make the plan a reality. There is a strong belief that this plan, once it is successfully implemented, could become a model for workforce system Integration nationwide.

II. BACKGROUND

A. Purpose

It should be noted that "integration" is the means of achieving a goal; it is not a goal unto itself. The goal is twofold: (1) better service to Iowa workers and business; and (2) greater efficiency in the workforce system. Throughout this entire process, this fact must be remembered: Integration is merely a means of attaining better service and efficiency.

To say that the first goal is to provide better services to Iowa workers and businesses is certainly not an attack on the service that frontline staff members have provided. Throughout the years, the staff at Iowa Workforce Development and its partners has provided excellent service to Iowans. Current IWD leadership has identified staff as the single most valuable asset in the workforce system.

In recent years, however, the workforce system as a whole has moved to a self-service delivery model. This was a leadership decision, not a staff decision. The model has remained somewhat stagnant or even regressive despite the fact that the economy is changing rapidly. For example, many of Iowa's traditional manufacturing and labor jobs have been shipped overseas or across borders while the good-paying jobs of the present and future require higher and/or different skill levels than those which are leaving. Much of Iowa's traditional manufacturing base is dying or dead, while Iowa's economy continues to grow in "advanced manufacturing" and other more technical and high-tech industries.

In the past, when a manufacturing worker lost his or her job, they could come to a workforce center, go to the resource computer or "job board" and begin searching for their next job on their own with at least a reasonable likelihood of success. It is undeniable that this model, to the extent it was ever useful, has run its course. In the 21st Century, we live in a skills-based economy. That is, a worker's only security in the workplace lies in their skills. Iowa workers, particularly those who are leaving declining occupations, must focus on improving their skill levels to correspond to the high-growth, high-demand occupations of the future. There is a great deal of data which suggests that many of the excellent jobs of the future will require two-year degree or less; but greater than a high-school diploma or GED.

Integration is an effort to make the workforce system more demand-driven to respond to the actual needs of local economies. Each workforce center will add value to the local economy it supports. The integration model is intended to bring a greater emphasis to the skills development component of the workforce and better prepare workers for the changing world of work. Each Iowan who becomes a member of an integrated workforce center will be given the opportunity to know their skills, improve their skills and get a job with their skills. In the best case scenario, integration is a policy decision which will help to shift the culture to one

of lifelong learning and skill development. This is the vision of better service that integration hopes to achieve.

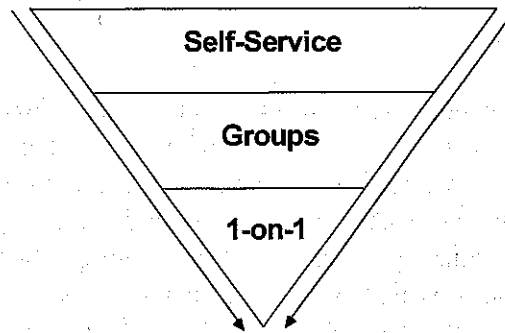
The second goal is to become more efficient. Iowa Workforce Development, as an agency, is already very "lean," at least if "lean" means underfunded. In recent years, budget dollars, particularly federal money, devoted to workforce issues have shrunk. Many workforce partners would certainly echo this fact. The problem is that the entire workforce system is program-driven and divided into silos. Thus, the money which is coming to the workforce system as a whole is divided by program. When combined with the fact that Iowa's regions are very small, this creates certain inescapable inefficiencies.

The integration model is designed to merge the strengths of all of the workforce partners and maximize efficiencies within the system by breaking down silos and reducing programmatic barriers to efficiency. The goal, which integration hopes to achieve, is to break down the program barriers to maximize the dollars that are coming in to the workforce system. Iowans do not care whether it is the Wagner-Peyser program or the WIA program which is helping them find their next job; they just need help. Employers do not care whether WIA dislocated worker funds or Vocational Rehabilitation funds are training their future workforce, they just care that they have the ability to hire skilled workers.

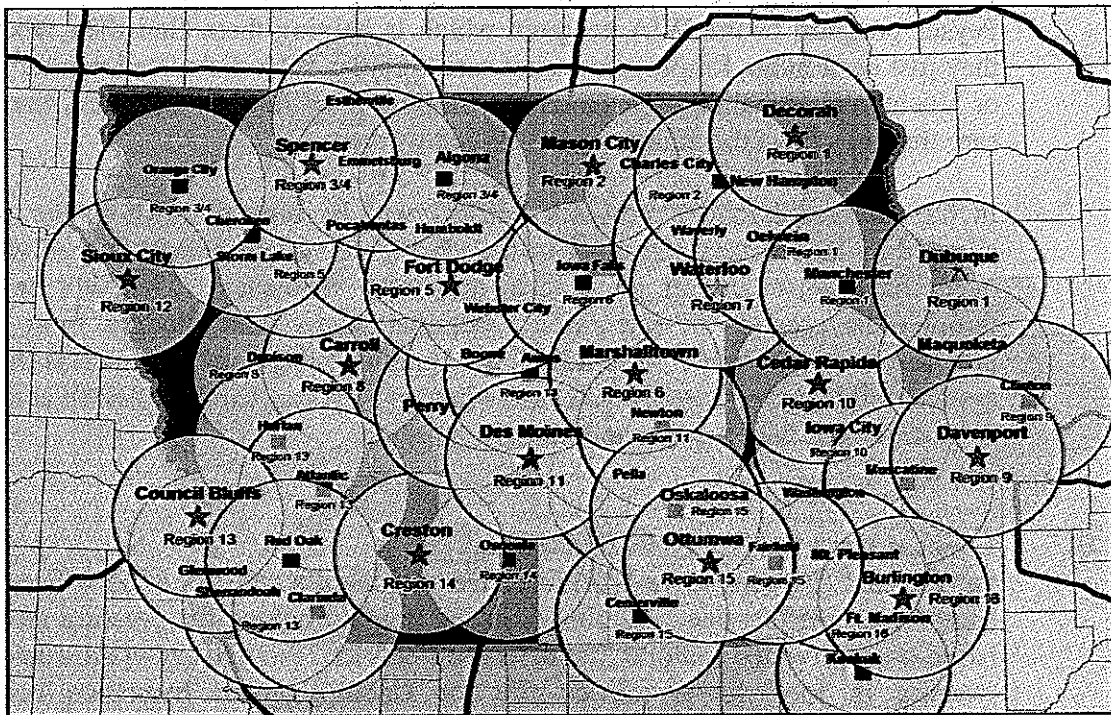
In the integrated model, program barriers will be broken down to the extent allowed by law. Every customer in the workforce system will be helped with as many funding streams as possible to maximize efficiency. This will be done through the creation of integrated functional teams with funding from every program source possible. The additional benefit of the team approach is that the system will become more flexible, allowing for a greater variety of work activities by staff to deal with the demand in a given region.

B. Current Iowa Service Delivery System

For the past 10 years, Iowa Workforce Development's network of 55 offices have emphasized self-service. As shown in the graphic below, the existing model is based on an inverted triangle first offers self-service resource centers to customers wanting to look for a job or file for Unemployment Insurance benefits. Additional services are available as may be needed, with intensive one-on-one access reserved for those with multiple barriers, or who were mandated to develop individualized self-sufficiency plans, such as PROMISE JOBS participants. Unemployment claims are taken either via the Intranet or in group sessions offered at scheduled times throughout the day. The availability of these services is often based on the size of the center.



The circles on the map, below, indicates the state coverage by the 55 Iowa Workforce Development offices. Each circle represents a 30-mile service delivery area.



IWD's primary lines of business in these locations are: labor exchange – matching people with jobs and employers with workers; taking claims for Unemployment Insurance benefits; specialized services for Veterans; delivery of the state's welfare reform initiative, PROMISE JOBS; access to training benefits through the Workforce Investment Act and the Trade Act, and regional and local economic development. Of the 55 offices, 15 are considered "one-stops" allowing customer access to multiple on-site partners and services in a single location:

- Dubuque
- Mason City
- Spencer
- Fort Dodge
- Marshalltown
- Waterloo
- Carroll
- Davenport
- Cedar Rapids
- Des Moines
- Sioux City
- Council Bluffs
- Creston
- Ottumwa
- Burlington

Of these 15 one-stops, five – Ottumwa, Sioux City, Cedar Rapids, Davenport and Carroll – do not include fulltime on-site availability of Workforce Investment Act staff, and would not be eligible for consideration as a “certified” one stop. IWD and WIA partners in those locations are currently working on plans for full co-location by 2012. On the other extreme, IWD has 21 one-person offices, 10 of which are only open part-time. These smaller centers are usually in more rural areas, and lack direct on-site access to other partners and services.

In addition to this network of field offices supported by IWD, the agency also has several “access points” in northwest Iowa through partnerships with Iowa State University Extension. These access points allow customers to access IWD on-line services at the local extension office.

The agency has expanded its access further through the Iowa Career Access Points (ICAPs). This faith-based/community initiative creates portals into the Iowa Workforce Development One-Stop system for communities that may not know about our employment services, may be too far away, or may not be comfortable entering a government office building. Each ICAP is located in a community neighborhood and staffed by volunteers so clients and residents can feel more at ease. Presently there are six ICAP locations in Mason City; Forest City, Council Bluffs, Ottumwa and Des Moines.

Anyone new to Iowa, whether they arrived from Honduras or New York City, can also find assistance and help using IWD services at the New Iowan Centers. The centers are designed to support workers, businesses, and communities with information, community service referrals, job placement, translations, language training, and resettlement assistance, as well as technical and legal assistance concerning forms and documentation. There are 12 New Iowan Centers located in: Muscatine, Ottumwa, Mount Pleasant, Storm Lake, Iowa City, Mason City, Des Moines, Sioux City, Council Bluffs, Denison, Orange City and Marshalltown.

C. The History of One-Stops in Iowa and House File 2699

Iowa’s HF 2699, passed in April 2008, stands as inspired legislation establishing the State’s vision for workforce services for Iowans. It strengthens a vision that has been shaping itself for almost 20 years in this state and builds upon those efforts and ideals. The momentum that has been built by these developments has

the potential to accomplish more in creating a sensible, customer friendly system - over a shorter period of time - than any similar effort up to this point.

In 1989, Governor Branstad's administration established a "Blue Ribbon Task Force", made up of business and community leaders, legislators and other government officials. The Task Force's challenge was to develop recommendations to the Governor's office in regard to improving Iowa government services. In their report to the Governor in 1990, the Task Force identified the problems created by the multiple funding sources and separate accountabilities established for the many separate employment service programs supported in the State of Iowa. The system was so fragmented and confusing that it was difficult for an individual to find appropriate services.

Recognizing how separate accountability systems and funding sources create complexity, the State of Iowa responded to an opportunity made available by the U.S. Department of Labor (DOL) in 1994. DOL was looking for states interested in piloting the concept of a "One-Stop" Workforce Center system. Iowa responded, and was one of six states selected to receive a large federal grant to create this type of system. Efforts to establish co-located workforce systems directed locally by invested community leadership led to the codification of this system in Iowa legislation in 1996. This legislation established Iowa workforce regions, a local board structure, and a process for coordination between local and state workforce services.

Iowa's experience, along with the experience of the other five One-Stop pilot states, was used to support the drafting of the Workforce Investment Act of 1998 (WIA), which formally established a national vision of a seamless system of services easily utilized by a community business or job seeker, without the need for anyone to be savvy in knowing how to ask the right questions to receive the services that they require. Governor Vilsack's Executive Order Number 1 established Iowa's Workforce System under the Workforce Investment Act of 1998. Over a period of two years, Iowa adapted its own reform legislation to be consistent with the vision of WIA and completed the implementation of the act in 2001. At this time, while the vision of a seamless system of services was discussed, integration of services and co-enrollment was not an objective of this effort. Maintaining the integrity of the separate programs was still a priority, so the effect was more in coordination of services, rather than collaboration of staff in serving customers together. The efforts for co-location in regional offices slowed at this point, and since 2001, only one more region (Region 7 - Waterloo) achieved co-location. The momentum for the vision of seamless employment services for Iowans begun in the early 1990's had virtually slowed to a halt.

D. Director Appointments

On July 7, 2007 Governor Culver announced the appointment of Elisabeth Buck as Director of Iowa Workforce Development and Joseph Walsh as Deputy Director. Elisabeth and Joe began their respective roles at Iowa Workforce

Development (IWD) on August 2, 2007. With much to learn and understand about the operations of the agency, the new Director and Deputy Director were eager to begin their duties.

E. 100-Day Tour

A priority for this new administration was to mend some relationships and develop a solid understanding about IWD's staff, customers, partners and stakeholders; everyone who had a vested interest in Iowa's workforce. Director Buck proposed an ambitious 100-Day Plan with the goal to: • provide an understanding of the current state of the department; • identify/define the strengths to be sustained and supported; and • identify/define the weaknesses that require reinforcement and change. The results of the 100-Day Tour are detailed in the report dated December 14, 2007, a synopsis of which is attached as Exhibit A.

Of special note, however, were the perceptions and comments on the following topics.

- **Skills Shortage** – Across Iowa there is a cry for skilled workers that is on a steady increase. Skilled labor shortages vary dramatically from region to region, but stakeholders are generally frustrated with the lack of skilled candidates coming out of IWD. IWD has a past image of serving primarily low-skilled entry-level workers. Employers loudly expressed the need for a better-educated, higher-skilled and motivated workforce. IWD needs to stay in the forefront of the charge to improve worker skills and provide employers with the expertise and aptitude they require.
- **Funding** – It takes money to operate the 55 workforce offices in Iowa and to keep programs fluid and substantive for the wide range of customers that are served. The primary source of revenue for Iowa Workforce Development operations is the federal government and the State of Iowa, with the federal government providing the majority of the funding for the agency (federal funding = 79%; state funding = 11%; other funding = 10%). IWD directs an annual budget of over 100 million dollars a year. While state funding was limited in prior years, federal revenue kept pace with the inflation in expenditures and occasionally provided additional one-time revenue opportunities, generally for a specific purpose or program.

In recent years, federal revenue has decreased or remained constant and the additional one-time allocations have stopped. State funding has increased slightly, but because this is such a small portion of the agency's total revenue, the increase is not sufficient to replace the lost federal revenue. Additionally, past revenue patterns allowed IWD to accumulate balances which were carried forward and depleted in recent years to maintain service levels and offset the shortage in federal funding. As a result, it is essential that IWD operate as efficiently as possible and develop opportunities to increase

revenue to maintain current levels of service. It will be imperative that any expansion or addition of services be accompanied by a funding source.

F. Additional Factors Driving the Workforce Development System

Along with distinctive findings from the 100-day tour, other realities are exerting pressure on the workforce development system. At the macro/external level these include:

- **Changing Economy** – There is global competition and a rapid increase in technology and technology-based jobs. Iowa's job growth is continually challenged by population stasis with the "brain drain" of our educated youth departing the state for other opportunities and an influx of immigrants, many with lower skill abilities.
- **Changing Demand** – There are skilled worker shortages pocketed throughout Iowa and in specific occupational areas. There is a need for new methods of recruitment with an increased focus on skills verification, as well as an increased focus on expanding "basic" and "soft" skills and computer literacy.
- **Changing Workforce Demographics** – Our workforce is aging, which leads to outdated skills, the inability to translate skills across career lattices, and underemployment. "Lifelong Learning" is no longer optional – it is essential! Also the increased concern in the loss of historical knowledge and expertise as the Baby Boomers begin their retirements.

At the micro/internal level there are additional challenges, which include:

- **Resources** – There is a decline in federal funding; our reliance on federal funds is no longer getting the job done. There is an increased competition for discretionary federal funds as the one-time and special targeted federal funds disappear.
- **Service Delivery and Methods** – It is necessary to align services with economic development and target industries. There is increased federal pressure and state desire to increase the number of customers served, the number of services, and the amount of training provided. Service efficiencies need to be implemented to include automation, increased self-service and group activities. This, in turn, will impact staff skills and knowledge, the sequence of services provided, and traffic flow.
- **Customer Needs** – There are skill gaps that create barriers for employment. There is a strong need for skills upgrading which translates to providing additional "support" for those who choose training.
- **Performance** – New measures must be implemented for quality and process evaluation. This, in turn, impacts the common measures and customer satisfaction as it relates to partnering and coordination efforts. There must be an increased focus on continuous improvement with staff involvement.

G. Legislation: House File 2699

Effective with fiscal year 2009 beginning July 1, 2008, the Iowa State Legislature enacted House File 2699 calling for Iowa Workforce Innovation. The required recommendations of the new law call for:

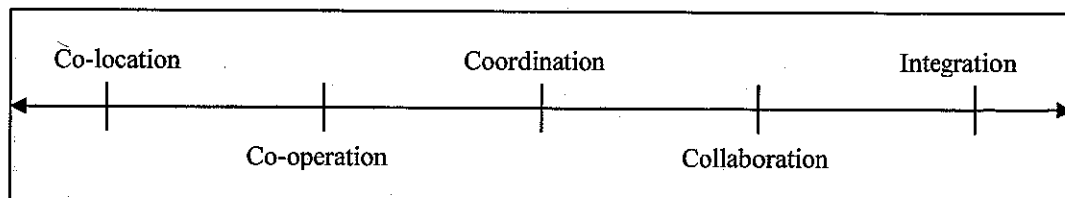
- Coordinating the workforce delivery system in a more efficient, cost-effective manner while improving services for customers;
- Co-location and integration of all workforce and job training programs;
- Improving the effectiveness of the regional workforce system;
- A goal to have at least one certified one-stop center in each of the fifteen workforce regions in Iowa by the year 2012.

H. Improving and Expanding Service Delivery: Demand-Driven, Skills-Based Service Integration

What is needed across Iowa is a sturdy yet flexible talent pipeline that meets the short- and long term demands of the business community. For optimum success, the public workforce system must:

- 1) Align workforce services and resources with economic development and business priorities;
- 2) Optimize and significantly improve the “return on investment” that funds multiple programs; and
- 3) Ensure customer access and participation, timeliness and responsiveness, and maximum coordination for skill development services.

Essentially, the integration efforts now underway in Iowa address the last of these requirements -- the *operational components* of the service delivery system. Integration of services takes Iowa to the next step on the continuum to improved service delivery begun in the 1990s. Co-location was our starting point, which led to increased co-operation among the service providers that moved into Centers together; and this was followed by many examples of improved coordination of service -- and in innovative areas, collaborative activities. And yet in each of these progress steps, customers still had to navigate through multiple programs and bureaucracies; participate in multiple registration and assessment activities (different for each “program”); and move through a variety of different “eligibility” reviews, one at a time for each individual program. Also, in many cases, service delivery was limited to self-service, as customers were unaware of other “programs” and services in a Center.



In general, "Service Integration" is the thematic term used to describe a variety of activities to better align, organize, redesign and optimize workforce service delivery and outcomes. Specifically for Iowa, service integration moves beyond co-location and "partnerships" to create one common customer path with a standardized process for a wide range of *services*. The Center's primary services are not organized by public program and administrative requirements, but organized with customer focus for seamless progress through a wide range of activities. The Center's purposes are unified; "participants" are recognized as customers; "programs" are in large part invisible to customers; and staff and Center leaders work together in teams (from multiple programs) to deliver services, not "run programs."

Integration of the service system for Iowans will appear to Iowa businesses and job seekers as a single entity that will meet their workforce and employment needs. The vision for Iowans will be that they will not be required to know about the various service programs and funding streams that support our employment services. A result for our state and local direction will be that the system will not be evaluated on just those we touch, but on the economic and structural health of the full Iowa community.

This has been made difficult by the separate accountability each of our programs have. This direction and effort will require that on a community-by-community basis, we discover how to work through this complexity of separate accountability in the backroom (between the different programs) so our services can appear as one to our community. We will not change the need to maintain the integrity of these separate programs through this direction, but we can, at least, be responsive to the needs of Iowans together in these "One-Stops".

II. IOWA INTEGRATION MODEL

A. Iowa Integration Model and Implementation Process

The Iowa Integration model utilized "promising practices" from other states that have integrated services. With these case studies as a resource, an inclusive, participatory process was used -- among a wide range of partners, stakeholders and knowledgeable advisors -- to adopt a model customized to Iowa's unique requirements, conditions and objectives.

The adoption of an Iowa Integration model was then complimented by development of an implementation process that, again, includes extensive collaboration and participation. Experience and "promising practices" in use in other states indicated that this type of comprehensive change is most successful when managed in incremental "small" steps -- allowing for a series of "successes" to lead to staff comprehension and movement to commitment and action.

In Iowa, a phased-in approach with "piloting" constructs has been adopted, with selection of seven Workforce Centers to operate as "Learning Labs". The Iowa Integration Model will be adapted and customized to meet the unique conditions in each of the Lab sites. The activities of these learning labs will transition the model into operating procedures and standards and, as with implementation, the process will be documented to capture learning, details, and materials for use with other areas as they implement Integration.

There are three key components of integrated services.

- 1) Integrated Customer Pool (people coming in the doors are "our" shared customers)
- 2) Integrated Customer Flow (there is a common service flow for "our" customers)
- 3) Integrated Customer Service Teams (there are three main service teams -- organized by "functions" that support customer flow, with staff from different programs working together to complete the work of the team)

The basic integration model builds upon the following premises:

3 Purposes:

- Demand-Driven
- Skill-Based
- Integrated Service Delivery

3 Teams:

- Welcome
- Skill Development
- Employment

3 Customer Needs:

- Know Skills
- Improve Skills
- Get Job with Skills

3 Integrated Inputs/Outputs:

- Increased Volume
- More with Multiple Services
- Higher% Skill Enhancement

3 Methods:

- Integrated Customer Pool
- Integrated Customer Flow
- Integrated Staffing

3 Integrated Outcomes:

- Entered Employment
- Labor-Market Retention
- Earnings

In addition to service integration, there are a variety of other methods to improve, expand, increase the customers and advance performance, and Iowa will employ these as well:

- Technology and automation -- complementing staff resources and expanding services beyond "Centers";
- Improved navigation strategies -- both electronically through web-based systems, and in service delivery models to help customer access to multiple service options; and
- Continued and expanded co-location, increased coordination and collaboration -- to improve customer access, participation and results of programs scattered across communities.

What is common and core to objectives of these various strategies is to *optimize public workforce service delivery*; specifically the operational goals of the Iowa integration initiative are:

- 1) Demand-driven responsiveness: meeting employer human resource needs
- 2) Measurable demand-skills advancement for customers
- 3) Increased number of customers: emerging, current and transitioning workers; and employers
- 4) Expansion and/or better utilization of services to match current "world of work"; immediacy and constancy of service delivery improves with more customers receiving more/multiple services
- 5) Improved service access: efficiency in managing customer flow; increased use of automation tools and resources; "no customer left behind"
- 6) Improved performance: beyond program outputs to include outcomes, quality and process evaluation; continuous improvement as SOP
- 7) Better customer service ratings
- 8) Simplicity of design; with reduced bureaucratic time expenditures
- 9) Efficient use of limited resources
- 10) Equalization of work across workforce development staff; advancement of skills and job satisfaction for employees

At the State-level, the various teams (described below and include local representatives) are working together to:

- 1) Develop objectives, methods and an implementation plan
- 2) Provide clarification on state role; develop and distribute State-level policy, standards, requirements
- 3) Adopt service delivery principles; minimum service requirements
- 4) Develop evaluation and continuous improvement efforts

At the regional level, these various State-level teams are working together with Regional Boards and Regional Leadership Teams to"

- 5) Establish common customer pool
- 6) Design customer (not program) flow
- 7) Develop unified operational policies
- 8) Create/operate functional service units
- 9) Assign and supervise staff by function
- 10) Prepare a procedures manual
- 11) Identify and train new staff skills

The activities of the Learning Labs include:

- Establishment of and formalized operations for Center Leadership Teams to process decisions and apply the integration model
- Review and planning for "functional supervision"
- Consulting on creation of functional teams: size, assignments, team leaders, and clarification of the functions for each team and the interactions between them
- Development of all facility-based integration requirements: customer flow, including recommendations for floor plan impact; team placement (where desks will be); reorganization of "resource rooms" and service delivery areas if necessary/when feasible
- Protocols for implementing integration model: common customer pool; applying service delivery standards; customer visit/traffic management; and addressing other issues as they arise
- Planning to meet product/service standards
- Participation in development of unified Center procedural documentation, and other documentation development and/or review of materials supporting Lab integration

In order to engage staff statewide, the involvement of Centers not selected as Labs has been identified, and at a minimum includes ongoing communication and updates as they

occur. Non co-located sites have initiated or revitalized plans to co-locate in those regions that have not yet completed this step.

B. Leadership Decisions

The development of a strong leadership team is imperative whenever there is a new initiative. Iowa Workforce Development designed its leadership team to include the lead administrators of the agency as well as division administrators and bureau chiefs in the areas primarily affected by the integration model. The State Leadership Team was charged with leading the change for integrated service delivery. This team was composed as follows:

- Elisabeth Buck, Director
- Joe Walsh, Deputy Director
- Lori Adams, Division Administrator, Workforce Center Administration
- Barbara Bobb, Bureau Chief, Targeted Services
- Renee Miller, incoming Bureau Chief, Field Operations
- Doug Keast, Program Coordinator, Workforce Center Administration

The challenge for the Leadership Team was to maintain continuous communication by providing unified messages to those in the field charged with implementing the process in their regions. It was imperative that the Leadership Team proceed with clarity of purpose, rationale, and goals to drive the developmental activities. The Leadership Team maintained continuous involvement in the process, setting realistic expectations while monitoring outcomes and pushing for continuous improvement.

There was a series of meetings with the various regions to keep them informed of the process and the progress and to help ward off staff insecurities and derision in the face of change. This proved to be a successful effort with staff generally eager to learn and participate in the change process.

C. July 9th Launch

The plan to implement an integration model to the Iowa Workforce Centers was initiated on July 9, 2008, at a day-long meeting located at the Holiday Inn Airport in Des Moines, Iowa. There were approximately 100 people attending representing Iowa Workforce Development administration and field staff, community colleges, legislators and staff, the State Workforce Board, the U.S. Department of Labor, and partner organizations.

Melanie S. Arthur Consulting facilitated the event and introduced the group to the integration initiative with an overview of the objectives and scope of the project. A review of the various teams to be involved in the process as well as some draft policies and standards helped the group to gain a glimpse of the future. There was some comfort in the knowledge that Iowa was not the first state to implement a

program with such wide-ranging ramifications; indeed, New York, Louisiana, Indiana, and California have previously walked this same path.

By the close of the day-long meeting, many of the regional leaders were excited about the prospect of bringing change to their communities and volunteered to participate as a Learning Lab with the new initiative.

D. Learning Labs Selected

In order for a region to be successful in implementing the integration initiative, it must be either an existing co-location with regional partners or, at the least, a facility that can be modified/enhanced to accommodate co-location and the change in traffic flow that is required. The following seven regions were ultimately identified as meeting the criteria to enable their success as a lab.

- **Region 1 – Dubuque**

Counties included in IWD's Region 1 are: Allamakee, Chickasaw, Clayton, Delaware, Dubuque, Fayette, Howard, and Winneshiek.

Iowa Workforce Development and the East Central Intergovernmental Association co-located in Dubuque to operate a Regional Workforce Development System when the Workforce Investment Act was first implemented. The integration model will assist in a seamless service delivery with all partners being able to assist the customers with skills development activities that lead to employment. Staff efficiency and their enhanced program knowledge will enable the partners to become one culture. Region 1 has 27.5 full-time state staff and 11.13 federally funded full-time staff. Regional Manager is ½ IWD and ½ Community College funded through a 28E agreement.

The following chart indicates the number of services provided through the Region 1 one-stop in 2008.

Program	Customers	Services	Trainings
Vets/Disability Navigator	950		260
PROMISE JOBS	10,354		
Resource Room	5,995	27,038	
WIA	428		
Emergency Public Jobs	25		
Grants – SEG/NEG	126		
TOTAL	17,878	27,038	260

Manufacturing has been the largest private industry in Region 1 since 2007, representing 19.3 percent (19,092) of the region's total covered employment of 98,887. The region's total employment increased by 2.36 percent and the average wage increased by three percent since 2007. Skills shortages are in the manufacturing area, especially with electrician, welders, CNC operators,

industrial maintenance, machinists, and tool and die workers. Lack of reading, math and research skills is universal, and Region 1 is participating in the CRC Pilot to address skills competency in these areas. Project H.O.P.E., a Dubuque initiative for low income individuals, is a partner.

The largest employers in Region 1 include: manufacturers Deere & Co, Featherlite, and Eagle Window and Door Inc.; retailers Wal-Mart and Hy Vee; medical facilities Mercy Medical Center, Medical Associates, and Finely Hospital; and educator Luther College. There has been an increase in the number of lay-offs in manufacturing/construction because of the economic downturn. Eight businesses have laid off 20 or more employees each, and there have been many smaller employers lay off workers as well, with large numbers of employers doing temporary and holiday lay offs that have not previously occurred.

One employer, Agri Processors in Postville, experienced a raid by ICE in fall of 2008. As a result, Region 1 has spent a great deal of time taking unemployment claims, investigating missing wages claims, answering employment questions, holding informational meetings, attending community meetings, providing New Iowan Services, and a myriad of individualized services over the past four months. The company has hired back some employees but this will be a continued employment issue for Northeast Iowa. In the beginning of 2008 this employer was one of the largest employers with about 1,000 employees now they have around 243.

All the prescribed partners are co-located at the Region 1 One-Stop, and other agencies have also joined. The co-located partners include: PROMISE JOBS, WIA Formula and Discretionary Grants, Disability Navigator, Vet representative, North Iowa Community Colleges Business Development Center, NICC GED/ABE program, Work Incentive and Planning Assistance (WIPA), Tax Auditor, Unemployment Services, Employment Services, AARP, Goodwill Industries, and NICC Career Connection Staff and Ticket to Work. MOU partners include: Proteus, Northeast Iowa Community Action, Iowa Department for the Blind, and Department of Human Services.

Region 1 is involved in several grants and partnerships:

- Tri State Partnership RIG Grant for \$250,000 with Wisconsin/Iowa/Minnesota Regional Workforce Investment boards.
- Partnership with GDDC/Dubuque Chamber/Dubuque Labor Management, IWD and the Telegraph Herald with the focus on Workforce Solutions for the Greater Dubuque area and has three specific project goals for recruitment, leadership development, and unemployed/underemployed skills development, for which \$200,000 in funding was received.
- Partnership with the Greater Dubuque Development Corporation, City of Dubuque, NICC, Loras College, University of Dubuque,

Clark and University of Wisconsin in Platteville as well as many private investors to implement a business recruitment package/plan for a Blue Chip information technology company that is considering expanding operations to Dubuque and hiring 1,300 employees.

- Tri State IT Community Based Job Training DOL Grant for \$2.4 Million. This IWD/NICC partnership with Southwest Wisconsin Technical School, Kirkwood Community College, Hawkeye and High Land in Illinois will assist the tri-state area to sustain the IT talent pool. The project has leveraged a resource of \$2,766,500 with 42 key partners demonstrating the ability and commitment to work together to meet skills demand in the region and rural communities.

Region 1 is looking forward to adding apprenticeships to our program offerings as a new initiative and enhancing our partnership with NICC in our new Dubuque location to integrate our services delivery.

- **Region 2 - Mason City**

Counties included in IWD's Region 2 are: Cerro Gordo, Hancock, Floyd, Mitchell, Franklin, Winnebago, and Worth.

Under the Workforce Investment Act of 1998, Region 2 joined forces to create and operate a Regional Workforce Development System. The goal was to provide better customer service, choice, and opportunity by integrating products and services. We have seen the realization of these goals over an 11 year period. As staff, we have grown in the knowledge of each others programs, found ways to merge multiple services, and become one culture. We look ahead to the integration process to learn from the other labs and our own work in order to find new methods to improve our service. Continuous quality improvement is part of our tradition. Mike Herman, RWIB chair, reiterates that intention, "We look forward to building on our all ready integrated services. All operating resources have been centrally located since our inception in 1997."

Region 2 has 15.5 full-time state staff and 9.5 federally funded full-time staff. The Regional Director is ½ IWD and ½ Community College through a 28E agreement. The region has already achieved integration in the PROMISE JOBS program with one supervisor overseeing both college and IWD staff.

Region 2 has all of the prescribed partners co-located at the one stop, as well as other agencies who have asked to become a part of our one stop. The co-located partners include: PROMISE JOBS, WIA Formula and Discretionary Grants, New Iowans, Disability Navigator/Vet representative, North Iowa Vocational Center, JobLink, Community College GED program, Work Incentive and Planning Assistance (WIPA), Tax Auditor, Tax Investigator, Literacy Grant, Experience Works, Unemployment Services,

Employment Services, Ticket to Work, and IVRS. MOU partners are: Proteus, North Iowa Community Action, Iowa Department for the Blind, and Department of Human Services. Region 2 plans to add apprenticeships to the program offerings as a new initiative.

In 2006, the average weekly wage for all industries was \$581, an increase of 5.06 percent over 2005. In this same period, the highest private sector average weekly wage was in Transportation and Utilities, averaging \$767 with gross total wages of \$56.9 million; with the Leisure and Hospitality sector reported the largest percentage increase in average weekly wage.

As of 2006, the largest private industry in Region 2 was manufacturing, representing 23.7 percent (12,081) of the region's total covered employment of 53,831. Although the region's total employment decreased by just 0.48 percent (261 employees) since 2005, the average annual wage increased by 5.07 percent to \$20,190 for all industries.

The downturn in the economy prices has taken a toll on the region's employers. Winnebago, hit hard with the energy costs, has closed their Charles City plant, laying off 270 workers. The flagship plant in Forest City continues to reduce work hours and positions in waves of several hundred as the confidence in the economy turns the market away from their products. The effect ripples through the region. Floods in June also incapacitated many businesses and caused further tension in the workplace. As layoffs increase, the challenge is to keep workers employed. Employers continue to express interest in the soft skills for their new hires and incumbents. Employees have concerns about being able to afford the health care that is offered by their employers. Region 2 conducted two rapid response meetings this year and the folks answering the surveys indicated a desire for training in computers. Region 2 has met this skill upgrade with customized classes for Winnebago provided by an Early Intervention Grant and free classes at the One-Stop in beginning computer literacy. Another skill employers are seeking is welding. The Literacy Grant has provided two welding classes at no cost to their participants. Our partner, NIACC, has created a new welding program and redesigned their labs to meet this need in our area.

The following chart indicates the number of services provided through the Region 2 one-stop in 2008.

Program	Customers	# Services	Trainings	Phone Calls
New Iowan Center	728	1,649	110	2,640
Vets/Disability Navigator	950	2,850	400	3,500
Emergency Public Jobs	222	804	10	1,100
PROMISE JOBS	650	3,250	100	1,800
Literacy Grant	195	700	22	1,040

Resource Room	12,980	25,860	65	4,160
Employ Services/UI	16,116	28,654	65	45,500
WIA	1,027	4,108	50	7,800
Career Center – Students	997			
Career Center - Employers	1,590			1,576
Other Services	1,327			
TOTAL	36,782	67,875	822	1,576

- **Region 5 - Fort Dodge**

Counties included in IWD's Region 5 are: Buena Vista, Calhoun, Hamilton, Humboldt, Pocahontas, Webster, and Wright.

The Fort Dodge Region 5 office is a good fit as a pilot learning lab as the open floor plan will accommodate the rearrangement of staff and work areas in order to better serve our customers. There are already several partners co-located within the Workforce Development Center, including the WIA programs that are administered by IWD in this region. Alternative floor plans are being explored to best serve the integration model.

IWD services are provided within the region through three full time offices located in Fort Dodge, Storm Lake, Webster City, and two part time offices in Dakota City/Humboldt and Pocahontas. Region 5 staff includes 16.6 FTE's that are state funded and 11.9 FTE's which are federally funded. The offices managed 2,969 job orders for employers in this region in FY08, and provided 41,182 referrals to these job orders. The region also had 3,310 new registered applicants in FY08 that received some type of assistance in seeking employment, such as job referrals or job search assistance. Many customers also received intensive case management employment and retraining services through WIA, Veterans Employment Services, and PROMISE JOBS. Unemployment claims and questions have always been a vital part of the local offices and have been a growing part of present workload. The region had 4,372 unemployment claims for CY07; CY08 will show a dramatic increase due to the flooding and economic downturn that were experienced over the past year and as the economic downturn continues into 2009.

Partners presently co-located within the Ft. Dodge One-Stop include: Iowa Vocational Rehabilitation, Disability Navigator, Experience Works, Elderbridge Agency on Aging, PROMISE JOBS, Field Audit, and Quality Control. The Storm Lake IWD office houses the New Iowans Center, PROMISE JOBS, and Iowa Vocational Rehabilitation. Services available in Region 5 are Job Placement, Unemployment Insurance, Veterans Employment Services, PROMISE JOBS, Workplace Essentials, Iowa Advantage Workshops, Business Services, Reemployment Services, Labor Market Information, Disability Navigator, Employer's Council of Iowa,

Work Opportunity Tax Credit (WOTC), Alien Labor Certification, WIA Adult, Youth, and Dislocated Worker programs, Rapid Response, Work Keys, Assessment Testing (Office Proficiency Assessment & Certification/Typing), and Apprenticeship.

Historically the Region's economy has been based on the production, processing and exportation of grain and livestock, and agricultural related manufacturing. During the 1980's Farm Crisis, a tremendous loss of ag-related jobs -- and population -- in the region occurred, with residents forced to migrate elsewhere to find work. Since that time, the intertwined issues of stagnant employment and population growth have hindered the region's economic growth. The Fort Dodge area has sustained a fairly steady gypsum mining and manufacturing industry over the years, but it has not been an expanding industry. During this past year, the housing market decline has had a negative effect on the need for gypsum products that are used in the building industry. Recently large manufacturers within the region have experienced some layoffs of workers due to reduced demand for their products. This has increased the number of customers filing for unemployment benefits. At this time most of the reductions are temporary in nature, with workers expecting to be recalled in the near future. Wages have also played a role in outmigration. Average wage rates within the region currently range from \$11.54 per hour in Calhoun County to \$15.80 in Webster County, according to Iowa Department of Economic Development 2008 data.

Production of renewable energy has created new employment opportunities throughout the Region in recent years, especially related to wind energy and ethanol. Advanced manufacturing has also seen the need for increased job skills in the technical fields that have replaced traditional labor positions. One of the regional challenges will be to upgrade the skills of our displaced and unemployed workers to provide the skilled workers needed to sustain current industry and to support further expansion of new industry and jobs in this area. In addition, we face a shortage of skilled workers in most health care fields. We have worked with our local community college through a Literacy Grant to offer some alternative programs relating to health care and welding in order to give more students access to these fields and to prepare them for success. In the Storm Lake IWD office, we also see a large population of New Iowans from many different cultures and nationalities. Again, through the Literacy Grant and the community college more classes are being offered, including computer skills to those who speak English as a second language. With the worker shortage issues, and as our young adults continue to leave for more urban areas, we will also face the challenge of attracting and retaining skilled workers.

Integration is viewed as a tool that will help us to provide the regional workforce and its employers the services they require, while working with

limited funding. Integration offers an effective use of staff, improved customer service, and the opportunity for all of IWD and its partners to become a single team that will effectively support and grow a skilled workforce for our future. Our local RWIB Chair Tom Salvatore stated "I think integration is a positive move that will provide increased services to our customers".

- **Region 7 – Waterloo**

Counties included in IWD's Region 7 are: Black Hawk, Bremer, Buchanan, Butler, and Grundy.

The new Cedar Valley Workforce Center one-stop renovations were completed in December 2007. The new facility is co-located for one-stop convenience with the following partners: Iowa Workforce Development, Hawkeye Community College Iow@Work, Iowa State University Extension, Vocational Rehabilitation services, Job Corps, AARP Senior Employment, and the Department of the Blind. The new site houses a 30-computer Resource Room for customer job-seeking purposes and ample space for employers to test and interview applicants. The Cedar Valley Workforce Center is truly a One-Stop Shop for job seekers and businesses in our region of the state; the new challenge is to reorganize staff into integrated teams.

In 2008, the Waterloo Iowa Workforce Development Center served 8,395 job seekers with services ranging from job referrals to resume writing workshops. There were also over 4,400 job orders entered for area businesses with assistance provided to help them find qualified individuals to meet their employment needs. The Waterloo office has also assisted over 15,000 people file for unemployment insurance and has fielded thousands of calls pertaining to unemployment issues and problems. Currently, the Waterloo IWD office has 18.5 full time employees. Fifty six percent of the positions are state funded while 44 percent are funded through federal programs. The region has already achieved integration in the PROMISE JOBS program with one supervisor overseeing both college and IWD staff.

Manufacturing is the largest private industry in Region 7 representing 19.17 percent (18,155) of the region's total covered employment. The Waterloo/Cedar Falls metropolitan area's total nonfarm employment stands at 91,500. Over the year, total nonfarm employment fell by 400, the first decrease since 2001, with Educational Services absorbing the bulk of this decrease. The metropolitan area's unemployment rate was 3.6 percent, up from the 3.3 percent reported a year earlier. Trade, transportation and warehousing added 300 jobs from one year ago, with wholesale trade responsible for the majority of the increase, although retail trade did manage a gain of 100.

IWD's Region 7 average weekly wage for all industries was \$645 for 2006, an increase of 3.70 percent since 2005. The highest average weekly wage for private sector was in manufacturing, averaging \$953 with gross total wages of \$936.7 million. Between 2005 and 2006, the information sector reported the largest percentage increase in average weekly wage of 8.95 percent (\$52).

The biggest challenge facing Region 7 is the ability to recruit and train qualified labor for high demand/high growth jobs. Labor shortages are already being experienced in areas such as health care, computers and technology, welding and machinists; and greater shortages are anticipated. The key is to get people interested in these career fields. IWD is working with other agencies and the community college to provide alternative training to prepare people for success in these positions.

The Cedar Valley Workforce Center in Waterloo was selected as a learning lab location for the integration process and have begun to lay the groundwork for the changes to come. Weekly staff meetings that include all of the Iowa Workforce Development and HCC Iow@Work staff are conducted to begin the team building that is so important to the integration process. Management also holds weekly meetings to discuss ways to prepare for integration, as well as quarterly partner meetings where discussion seeks to find more efficient and effective ways to share resources to assist our common customers. Integration will benefit our region by making our services more demand-driven and skill-based rather than reactive and program oriented. This will allow better teamwork and eliminate the barriers between programs that have existed for years.

- **Region 11 - Des Moines**

Counties included in IWD's Region 11 are: Boone, Dallas, Jasper, Madison, Marion, Polk, Story, and Warren.

With the changes that are occurring in the economy, Region 11 is seeing a distinct increase in the numbers of persons served. We know from UI data that in November 2008 the region experienced a 38% increase in unemployment claims over the same period one year earlier; December 2008 numbers are even more staggering with a 50% increase. It is staggering to see the numbers of people we touch every week, month, and year. Much of the work is done over the telephone. Staff in the out-lying counties estimate that telephone calls make up anywhere from 33% to 58% of the individuals served in any given week. Roughly 52% of our PROMISE JOBS clients are served over the telephone and the percentage is much higher for WIA. Not including the telephone calls, it is estimated that we served approximately 25,675 persons in the month of December 2008 at the workforce centers in Region 11.

Office	December 2008	Annual estimate
Ames	2400	10800
Boone	956	4302
Des Moines	21326	95967
Newton	2900	13050
Pella	960	4320
Perry	915	4118
Region 11	29457	132557

The population of Region 11 is approximately 670,000, of which 59% reside in Polk County. With a Labor force of 349,100, there are 335,400 individuals employed; and 13,700 unemployed. The November 2008 unemployment rate ranges from a low of 2.7% in Story County to 7% in Jasper County with an average for the region of 3.9%. Most significant, is that six of the eight central Iowa counties have experienced an increase over the same period one year ago. This is expected to increase again in December given the high claims load for December.

Approximately 64% of the labor force is employed in one of six employment sectors; construction, finance/insurance (FIRE), health and education, manufacturing, professional and business services, and government. Region 11 is very fortunate to have two very aggressive business led groups based out of Des Moines (Central Iowa Works) and Newton (Regional Innovation Leadership leading the RIG) working toward bring new industry to the area. These two groups have identified a very similar set of high growth, targeted industries: information technology, financial services, construction, advanced manufacturing, and health services. The retail sector also employs a very large number of workers, however wages are traditionally low, so retail is not a focus for their activities.

Each of the high growth industries has defined a career pathway and associated educational level that combines industry-specific occupational skills and "soft skills" for candidates to be most successful. In Region 11 the gap between the available skills and the available openings is the greatest challenge. Good written and oral communication, customer service, problem solving, and math skills are frequently cited as barriers for employment in addition to the technical skills needed to work in the high growth industries. Region 11 is participating in the Career Readiness Certificate (CRC) pilot to address skills competency in these areas.

Since Region 11 is the largest populated region in the state, it naturally follows that staff levels are larger. The following chart indicates the breakdown of staff between IWD and Iowa Employment Solutions (IES)

and their funding through state and federal sources. It should be noted that the Regional Director is ½ IWD and ½ Community College through a 28E agreement. The region has already achieved integration in the PROMISE JOBS program with one supervisor overseeing both college and IWD staff.

Organization	TOTAL	State	Federal
IES PROMISE JOBS	15.6	0.66	14.94
IES other	12.7		12.70
IWD PROMISE JOBS.	14.69	0.62	14.07
IWD Other	49.21	26.18	23.03
TOTAL	92.2	27.46	64.74

Partners presently co-located within the Ft. Dodge One-Stop include: Iowa Workforce Development; Iowa Employment Solutions @ DMACC; Des Moines Area Community College ABE/GED; Job Corps; AARP; Spectrum Resources; Iowa Vocational Rehabilitation; American Indian Council; and Fifth Judicial District. There are no changes in partnerships anticipated after integration.

“Integration” has been a common theme in Region 11 the past two years and has already demonstrated fiscal and operational benefits. IWD and DMACC partnered to create a seamless environment for our customers that has resulted in better referrals, increased participation in training programs and workshops, reduced costs per participant, reduced management and administrative costs, and increased invitations for participation in local economic development initiatives. The current efforts towards integration will further enhance our positive results and offer more opportunities to streamline the service delivery process. Having staff work in functional units should increase the overall program knowledge, allow staff to make better referrals to programs, and provide the customer with more and better information on which to help them make decisions about their career pathway.

- **Region 13 - Council Bluffs**

Counties included in IWD's Region 13 are: Cass, Freemont, Harrison, Mills, Page, Pottawattamie, and Shelby.

In 2008, IWD in Region 13 served 25, 203 job seekers and UI claimants at an average of 2100 per month. Active job orders in Region 13 averaged 746 per month. The following chart indicates the breakdown of individuals served in the various offices in Region 13

Location	Number Served
Atlantic	3,005
Clarinda	2,278
Council Bluffs	15,000
Glenwood	1,193
Harlan	1,530
Shenandoah	2,236

Also in 2008, the WIA program served 139 participants throughout the year. The PROMISE JOBS program had an average monthly caseload of 980 participants throughout the year. There is no process currently in place that tracks the number of times individuals enter the premises seeking services.

The seven mostly rural counties in Southwest Iowa that are Region 13 have a population of 171,771 people. Within that population, there are 66,619 individuals in covered employment. This figure does not include self-employed individuals and a few other select populations. Of those currently in covered employment, almost 20% (13,032) work in wholesale or retail trade. Government employment, which includes public education and health institutions, represents more than 18% of the covered workers. Leisure services, manufacturing, and education/health services make up the next three largest covered employment sectors at 13.2%, 13.1%, and 13.1% respectively. The ten largest employers include three casinos, two hospitals, two retail establishments, two manufacturing firms and one construction company. In 2008, regional employment in general increased 2.8% over the previous reporting period. Wages also increased by a little more than 3.8%, but still lagged behind the statewide average by nearly \$87 per week. Average hourly wages for all occupations in the region ranged from a high of \$58.67 for construction managers to a low of \$6.17 for dishwashers. Three of the region's counties ranked in the upper half of all Iowa counties for average weekly wage; three others ranked in the lower half. Overall, Region 13 ranked 10th in average weekly wages among the fifteen IWD regions in the state.

A large number of Region 13 employers (95%) employ 50 or fewer workers, and only 13 firms employ more than 500 workers. Employment trends in 2008 indicated that the region was creating more jobs, adding more new hires, and has had fewer separations than it did in the previous reporting period. Unemployment decreased from the last reporting year in all of the seven counties and ranged from a low of 4.0% in Shelby County to a high 5.3% in Pottawattamie County. The average unemployment for the region was 4.9% compared to a statewide average of 4.6%.

Last year, the region's labor pool appeared to be barely adequate to meet the needs of the labor market. On average, there were 1.1 available applicants

for every opening. This compared to the data collected in 2004 which showed 2.8 available applicants for every opening. A Laborshed Study completed for Shelby County, where numerous jobs were added over the last two years, showed that 7,958 individuals were very likely or somewhat likely to change or accept employment. However, of that number, 6,260 individuals were currently employed. Of the remaining number, 577 were unemployed, 635 were homemakers, and 486 were retired. These statistics, along with those cited earlier in this paragraph indicated that the region could be facing a labor shortage in the near future. While the economic downturn has considerably changed that perspective, it is too early to know the full impact of the downturn on the employment outlook and the economy of this region.

IWCC has 13 federally funded staff in the region. IWD has 32 staff in the region: 15.3 FTEs are paid state general fund dollars and 16.7 FTEs are federally funded. The region has already achieved integration in the PROMISE JOBS program with one supervisor overseeing both college and IWD staff.

Partners in the One-Stop include: IWD, Iowa Western Community College Workforce Development, Disability Navigator Program, New Iowan Center, Job Corps, Vocational Rehabilitation, IWCC Adult Learning Center, and West Central Community Action. It is anticipated that partnerships will continue to flourish through integration.

Integration will provide improvements in Region 13 by removing barriers to customer flow, improving teamwork, and providing more efficient direct service to those who need it most.

- **Region 14 – Creston**

The southwest and south central counties included in IWD's Region 14 are: Adair, Adams, Clarke, Decatur, Montgomery, Ringgold, Taylor, and Union.

This region is served by three IWD/WIA offices: Creston houses the region's primary One-Stop facility; Red Oak and Osceola each have offices used by both IWD and WIA. WIA staff also performs outreach activities in other counties using facilities in partnership with the MATURA Action Corporation.

The Region is primarily rural and has the smallest population among the state's workforce regions at just under 64,000 people. The Region's average weekly wage is \$520, which is \$320 less than the average weekly wage in the Des Moines area and is the lowest in the state. Three of the Region's counties have some of the state's highest poverty rates. Since 1950, the Region's population has been declining by an average of 8,000 people every decade.

Unemployment in Region 14 is at 4.1%, which is just under the state average. Currently, 33.5% of those employed are in the public sector or healthcare fields. Other leading employment sectors are manufacturing at 18.4% and retail sales at 11.3%. These employment sectors combine to account for 63.2% of the total employment. That lack of economic diversity is also reflected in the fact that 5% of the region's employers account for 27.5% of the total employment.

While the region's workforce is fairly evenly distributed throughout the eight counties, the primary employment sectors are in Red Oak, Creston, and Osceola. The communities of Lamoni and Corning also have multiple employment opportunities, but have much smaller populations than the other three communities.

The workforce itself is typically older with a small minority make-up. Only one population center, the community of Lenox, is considered to be ethnically diverse. Of the population within the entire region, 47% are either above age 65 or younger than age 20. The average commute for workers is 28.9 miles within this region.

The challenges for the Region include a declining population combined with low job skills. These two factors make it difficult to recruit high wage, new economy employers to the area. Other obstacles center on infrastructure needs for the transportation of both goods and information. Road and rail service, while available, is limited and high speed broadband capabilities are not up to industry standards at this time.

The One-Stop system for Region 14 utilizes several partnerships. Located at the Creston One-Stop are representatives of WIA, IWD, PROMISE JOBS, Experience Works, and IVRS. There is also a Disability Navigator, Veteran Representatives, and PROTEUS workers who work from the Region 14 offices on a regular basis. Working partnerships exist with the MATURA Action Corporation, Employers Council of Iowa, Midwest Partnership, the local AEA, and Southwestern Community College. Through the integration process we hope to bring Southwestern Community College into a broader partnership and we hope to begin engaging Graceland University as well. We also expect to develop better relationships with the three main economic development groups within our eight county region.

Region 14 staff is a combination of state and federally funded positions. The number of WIA staff in the region has grown over the past several months due to funding levels. WIA staff, who are assisting adult and dislocated workers as well as youth seeking employment, consists of 10 personnel. There are eight IWD staffers in the region funded with a

combination of state and federal dollars. Only one IWD staffer is fully state funded at this time.

During 2008, Region 14 has assisted over 10,000 job seekers and employers. IWD staff worked with 4,266 job seekers and assisted 5,312 individuals file for Unemployment Insurance. IWD staff also worked with 232 separate employers to write 1,187 job orders for the year. WIA staff enrolled 248 individuals while assisting nearly 100 more during group layoffs. The Region 14 PROMISE JOBS staff averaged 320 participants each quarter with a high quarter of 428 and a low quarter of 262. The monthly average for the region would be at or near 830 customers per month.

The following chart indicates the number of job seekers and unemployment claimants assisted in each Region 14 office.

Office	Job Seekers	Unemployment Claims
Creston	1,989	2,534
Red Oak	1,137	1,146
Osceola	1,165	1,632

The Region 14 management views integration as a way to improve customer service throughout the region. By combining functional leadership roles and developing work teams revolving around customer service rather than funding streams, we hope to better serve more customers. Integration is an opportunity to improve the efficiency of our product delivery while working to bring more partnerships online with other local service providers. Region 14 RWIB Chair, Marv Steffens noted that, "the Region 14 Workforce Board welcomes the opportunity to participate in the integration process. We believe it is an opportunity to improve our service delivery and assist the unemployed throughout our eight county region."

E. Policies

In any program implementation it is important to establish the ground rules and guidelines for moving forward. For the integration process, this was done through a series of policies outlining everything from the program objectives to floor plans to job descriptions to processes. The ultimate goal of the policies is to implement a uniform program and process in each of the initial Learning Labs to ensure that each individual receives all of the services they require in a consistent and seamless manner – regardless of which One-Stop they enter.

A brief overview of the policies follows; they can be found in total in the Appendix of this document.

Integration Policy - The Integration policy provides the overall guidance to local workforce regions for the development of a regional workforce integration policy,

including the minimum state requirements. With this policy, Iowa Workforce Development has undertaken the comprehensive development of a new service delivery model, which focuses on quality integrated services to customers, as opposed to operating from program of funding silos. Under this model, all local offices are integrated into functional units and are not separated by program or funding stream.

Functional Descriptions – The Function Descriptions – or job descriptions – were necessary to develop because the Integration Model changes the way in which staff works with the clients, therefore changing the tasks and functions that are performed. The functional descriptions are designed for all staff persons in the Workforce Center, regardless of whether they are employed by IWD, the WIA coordinator, or other partners.

Premises Guidelines – The Premises Guidelines provide the local workforce regions with general plans for the physical layout, floor plans and customer flow in workforce system centers. The goal is to encourage and foster teamwork among workforce system staff across program boundaries while providing more direct and immediate contact with customers.

State Functional Supervision – In order to effectively integrate and merge the various programs and staff it is necessary to create a functional supervision policy to clarify the roles and responsibilities of the respective parties. This policy creates a framework for the roles and responsibilities of center leadership and both functional and formal supervisors.

F. Leadership Teams

Formation of these key advisory and working teams is an important ingredient to ensuring success of this comprehensive initiative. Equally important is the process we have employed for service integration – maximum collaboration and evident state-level commitment – which is a predictor of a successful local/state transformation. The process in operation across the various Leadership Teams is intended to yield:

- Ongoing working relationships that achieve consensus, solve problems and remove barriers;
- Testing and improvement of pilot strategies before state-wide implementation;
- Dynamic feedback opportunities with modifications along the way to create appropriate solutions; and
- Methods of addressing the myriad of other logistical, managerial and programmatic challenges.

State Workforce Board – The State Workforce Development board is comprised of nine voting members who are appointed by the Governor; four are employer representatives, four are employee representatives, and one represents non-profits. Additionally, there are eight ex-officio non-voting members who are college and state legislator representatives. The Board governs the activities of Iowa Workforce Development and has oversight of the programs and budget. The Board has received regular updates regarding integration activities and has given the project its full support.

Advisory Board – The Advisory Board was established in House File 2699 as members of the State Workforce Development Board working in consultation and cooperation with members of the Association of Iowa Workforce Partners (AIWP) and the Employer's Council of Iowa (ECI). The Advisory Board was established with stakeholder representation to provide feedback, input and overall guidance on the service integration initiative. The composition of this ten-member team includes: two legislators, two educational; one business, two WIA directors; and three IWD Board members – one from each of the employer and labor representatives plus one ex-officio. This Board was particularly crucial in the early in the formative stages and provided the guidance needed in addressing specific concerns while the project progressed.

State Leadership Team – This group of people is responsible for the development of the key operational elements of the integration process to assure consistent communication and a smooth transition process. These elements include:

- Initial development of the rationale, goals, elements, and benchmarks of “demand-driven, skill-focused, integrated service delivery;”
- Development of transformation frameworks with metrics and parameters for integrated service delivery;
- Review of current policies and procedures to ensure alignment with integrated service delivery principles and streamline requirements to achieve system efficiencies;
- Facilitation of meetings to build common commitment to and accomplishment of this transformation at all system levels and prepare for launch; and
- Assist in post-launch implementation through continuous improvement activities.

Local Leadership Team – Each of the regional learning lab One-Stop locations established (or is in the process of establishing) a Local Leadership team to work with the State Leadership team to address their specific issues. While the integration model is the same for each of the regions, each region is also unique with regard to their facility, staffing, partners, and clients (job seekers/claimants and businesses). The local leadership participated in the decision-making process

for their region and takes the primary responsibility for implementing the integration model while adapting and customizing it for their specific needs.

Destination Integration Team – The Destination Integration Team was formed to help facilitate feedback from the WIA partners. Three WIA directors serve in this leadership role. This mechanism was suggested as a way to provide feedback to the State Leadership Team.

Regional Workforce Investment Boards (RWIB) - The Regional Workforce Investment Boards (RWIB) are appointed by the Governor and play a leading role in establishing policy for the region's Workforce Development Center system. RWIBs have five voting members from business, five voting members from labor, and include one county elected official, one city official, one representative of a school district, and one representative of a community college. The RWIB has policy and budget oversight, is responsible for selecting the WIA service providers and oversees the regional Workforce Development Center system's service delivery. As such, they are an integral partner in assuring the success of the integration model and will be involved in the selection of the local leadership team and structure in their respective regions.

G. Organizational/Functional Structure

The organizational structure of the integrated regions will be driven by job function. All of the integrated partners in the one-stop will share job titles and job duties across partner/organization lines. Exhibit H is the functional chart that lays out the hierarchy from management to front line staff. It promotes connectivity between IWD and the partners as well as among the partners. It is this seamless interaction that creates the smoother transition for incoming customers allowing them the benefit of obtaining all their needed information and programs through this unified source.

H. One-Stop Certification

The State Workforce Development Board requested that IWD work with regional partners to establish a set of guidelines/criteria for the establishment and operation of One-Stop Centers. The purpose of the certification is to encourage and guide integration of partner services, remove unnecessary barriers to services and ensure uniform availability of services statewide. A committee was formed to address the certification process. It should be noted that this began prior to the implementation of Integration.

Selected in February 2008, the committee consists of three administrative representatives of the Workforce Development labor exchange (IWD) system and three from the Workforce Investment Act (WIA) program. Initial discussions defined a One-Stop and the partnerships within that One-Stop - who they are and what they look like. Additional discussion defined: resource-sharing agreements, internal customer service issues, available resources, identified the gatekeeper(s),

participation enforcement, consequences for lack of participation, and the cultural shift that would be required of partners and staff.

The Mason City One-Stop is viewed as a successful model for collaboration and integration and the committee toured the facility. Also a survey was sent to IWD and WIA program administrators to query thoughts, issues, concerns and suggestions. The committee also reviewed the certification processes in other states, with close scrutiny of Louisiana's process since they are already implementing an integration model. Use of the Kaizen/process improvement tools to streamline the One-Stop Certification process is also under consideration.

A general framework has been established for the certification process (see Exhibit G). Presently, the Committee has tabled the process of creating the One-Stop Certification in order to focus on Integration within the One-Stop system with the understanding that Certification work will resume once the Integration Learning Labs are up and running.

I. I-Works Issues

Before the State can implement the new model, integration must occur not only in the work teams and the staff work areas, but also in the management of data. Shared data will not only make it easier for staff to share information on customers enrolled in multiple programs, but it will also eliminate the need for IWD customers to complete numerous applications when accessing agency services.

Currently, most data needed for management of customer services is entered into "I-Works," a database based on a successful model developed in Utah and now used in Utah, Iowa, Montana and Missouri. In Iowa, staff assigned to labor exchange, Veterans services, and PROMISE JOBS use I-Works to help Iowans find jobs, transition from the military to civilian life, and pursue self-sufficiency independent from Family Investment Program benefits. A new "bridge" has recently been constructed that allows sharing of basic customer information (name, address, social security number, last employer, etc.) between I-Works and the agency's separate Unemployment Insurance benefits system.

The last link in this chain is adding Workforce Investment Act (WIA) and the Trade Act to the list of programs using I-Works to provide service to Iowans. WIA and Trade currently use another, older IWD system, "Common Intake," to manage employment and training service benefits, and to make program-related payments.

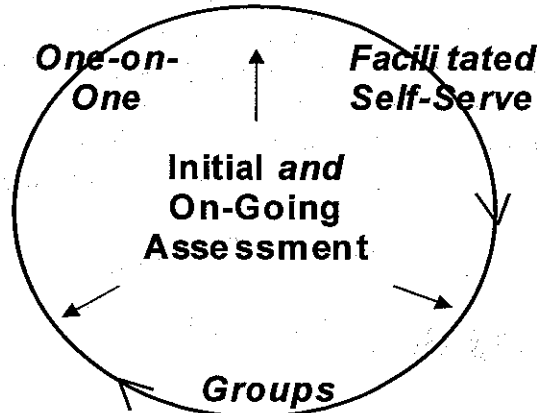
IWD's Information Technology Bureau has been working on enhancements to the current I-Works system since last July that will allow staff to use that system to manage services and benefits for the WIA and Trade Act customers. Testing is nearly complete, and the agency is piloting the new system in the Dubuque learning lab the week of January 12, 2009. Lab users will help determine if any

further enhancements or testing are needed, with the goal of full implementation in the other learning labs by March 15, 2009.

J. Floor Plans

In the existing model, visitors IWD's larger Workforce Centers first go to a reception desk. If they don't have an appointment, they are usually directed to the resource center, where networked public access computers offer them job banks, employer websites, resume building software, Unemployment Insurance applications, program information, and testing services such as the Office Proficiency Aptitude Assessment and the Tapdance typing test. The resource center is usually staffed by an individual who possesses knowledge of agency services, the local labor market, resume writing skills, and the ability to troubleshoot computer access issues.

The integration model requires a redesign of the Workforce Centers to acknowledge the fact that our customers both want and need direct customer service; they don't need to come into our offices to access online services when they can do that at home or from the public library. Using the integration model, customers will be personally greeted and welcomed at the door and introduced to membership staff who will quickly assess their needs. This emerging service paradigm is best illustrated by the circle diagram, below, which indicates initial assessment for everyone and on-going support as may be required by the individual.



Based upon the information provided to staff, customers will be invited to access the services of the integrated skills development and/or employment teams. These teams are comprised of both IWD and partner staff from WIA and other on-site agencies. Staff cubicles will be front and center, making them more accessible to center customers. The centers will still include the resource center computers, but they will be used as tools and not a substitute for in person services.

The Dubuque one-stop recently moved to a new facility and was set-up following the new customer service model. A priority has been placed on designing new

floor plans for the learning labs in Des Moines, Council Bluffs, Creston, and Fort Dodge by the agency's Premises staff to better facilitate the Integration Model.

K. Branding

Merging multiple organizations into one seamless, integrated delivery system lends itself to a number of unique opportunities, including the need to develop a new, unified brand identity. In order for Integration to be a success, it is important to develop a branding system that is inclusive of the partners and reflective of the services that take. Therefore it was necessary to develop a new brand for the partner services to help build unity and consensus from within to provide cohesive assessment, skills development and job placement services to entering customers.

The State Leadership Team began the process by developing a Branding Committee with members from the required partners within the system. The thirteen member committee included representatives from the IWD Management Team, regional IWD and WIA managers; Workforce Center Administration staff, and Iowa Vocational Rehabilitation.

A larger group meeting was held inviting all pertinent partners and other interested parties to discuss branding in an open forum. The goals and requirements of the brand were reviewed with everyone having the opportunity to provide input. Five potential brand identities were identified and taken to the Brand Committee for final input. Following this, the 13-member Brand Committee met to discuss and evaluate the top five brands. The final decision selected "IowaWorks" as the unified brand for the Integrated System. The new "IowaWorks" brand was presented to the Joint IWD Managers & WIA Directors group in multiple formats for review, with each individual ranking the designs in order of preference. The final design was selected by an overwhelming majority.



The new brand also allows for a regional identifier as a tagline. The Dubuque Center will become the first Integrated site to launch, and will use the following for their local brand identity.



L. Unemployment Insurance (UI) Integration

Most of the other states that have attempted integration, in one form or another, have not had the added obstacle of unemployment insurance. Louisiana, for example, has completely divorced its unemployment system from its labor exchange system, thereby allowing integration to develop apart from the processes that travel with the filing of unemployment claims. This is very attractive from a process standpoint because unemployment insurance claims dramatically complicate the processes for frontline staff in centers.

Leadership in Iowa has made a conscious decision to include unemployment in the integration model. The truth is, there is little choice but to include unemployment claims in the model if Iowa values its 40 satellite field offices as part of the service delivery system. Without unemployment insurance funds, it would be impossible to maintain the number of offices that exist across the state. In other words, if unemployment claims were taken out of the model, funding would not exist to keep open the offices which currently exist. Make no mistake that Iowa Workforce Development values its local offices.

Nevertheless, the State Leadership Team felt strongly that unemployment not only *has to* be integrated for practical budget reasons, it *should be* integrated for important policy reasons. Unemployed Iowans are the most obvious source of Iowa's future workforce. These are the existing workers who already have roots in the State who need the most help improving their skills. They are the workers who have been laid off from traditional manufacturing and other declining industries. They are the workers who have helped to build this state into what it is today. It is well and good to try to attract talented workers from other areas to come to Iowa, but the first priority of Iowa Workforce Development is to invest in the current Iowa workforce to improve their work skills so that they can improve the quality of life for themselves, their families and their communities.

Including unemployment insurance in the integration model has created a host of process and policy related challenges that are not insignificant. The State Leadership Team has sought counsel from experts from the Unemployment Insurance Division, the Labor Market Information Division, the Workforce Centers Administration Division and the Information Technology Bureau. Some of the most pressing challenges relate to technology issues. Tremendous progress has been made in the model and there is every reason to believe that the integration model can proceed including the unemployment insurance processes.

M. Non-Co-location

There are five Iowa Workforce Centers that are not presently co-located with partners for services. Each region was requested to provide information regarding their regional/office situation and the impact that co-location and implementation of the integration model would have their operations. The information was provided as follows.

- **Region 8 – Carroll**

Counties included in IWD's Region 8 are: Audubon, Carroll, Crawford, Greene, Guthrie, and Sac.

There are presently no plans in Region 8 for co-location at the current IWD office. The Carroll Workforce Center can accommodate only a single WIA staff person; any more will require relocation. Currently there are only two WIA staff members plus the temporary flood EPJ coordinator, and three WIA-PROMISE JOBS staff in the region; each spend their time at alternate sites. Local management has requested a waiver to excuse the region from complete co-location while placing one FTE in the Carroll Workforce Center. If this request is not approved, management will have to seek a new location and additional funds to cover operating costs. Additional funds have been requested through a RIIF request as a part of a \$500,000 request to the Legislature by IWD for use by all of Iowa's regions. Given the present state of the economy, it is unlikely that funding will be available until at least 2010 or later.

The Region XII Council of Government (COG) has indicated a willingness to consider the purchase/construction of a facility to help with operating expenses. The partners to be in the co-located center are expected to remain: IWD, WIA/COG, IVRS. Other potential partners (RHA, CAP, FADSS, COG [housing, transit, CD/ED], DHS, CADC/Chamber) have all recently located into new space that they either own or to which they have a long-term commitment. Other potential partners (NHV, DMACC, Job Corps) also have their own locations and have indicated no interest in co-locating in Region 8.

The present Carroll location has 4,000 square feet. In order to provide for all WIA staff and common areas, 7,000 square feet has been targeted as a minimum requirement. A cursory look at available office space in this range will require \$10-\$12/square foot, more than double our current rate at the Workforce Center, thus greatly increasing operating costs. Therefore, the Council of Government prefers to opt for continued use of the existing Workforce Center. This will mean no changes in budget or staffing; but will also mean no outward appearance of change and no expanded meeting spaces.

- **Region 9 – Davenport**

Counties included in IWD's Region 9 are: Clinton, Jackson, Muscatine, and Scott.

The Davenport IWD, IVRS, Iow@Work and Eastern Iowa Community College (EICC) are presently discussing the co-location of programs and services in Region 9. IWD Finance and Premises staff have been included

in the discussions as well. Each agency is reviewing the number of square feet needed for themselves and common areas. EICC is considering the purchase of a building and/or renovating a facility to meet the needs of all partners. However, a commitment is needed from IWD and IVRS in order to proceed. Adding complexity to this decision/commitment is the fact that during the summer of 2008, the Davenport IWD office experienced a large building stabilization and renovation process which cost the landlord (Chase Properties) several hundred thousand dollars. A 10-year lease was signed at that time.

The Davenport office has several partners, including: Experience Works, Generations Area Agency on Aging, Job Corps, and IVRS. The Apprenticeship program is also interested in co-locating at the Workforce Center. The newly stabilized Workforce Center has approximately 15,000 square feet. A space requirement for the co-location is unknown at this time as it will depend on whether Eastern Iowa Community College determines to integrate.

- **Region 10 – Cedar Rapids**

Counties included in IWD's Region 10 are: Benton, Cedar, Iowa, Johnson, Jones, Linn, and Washington.

Region 10 has been discussing and planning the issues of co-location and integration development since June of 2008. A phased process has been established.

Phase One: An IWD Relocation Committee was created. This committee facilitates the process of internal and external education, plan development and implementation of the relocation effort. It has been instrumental in bringing the appropriate partners together and giving assistance to local IWD management. Other parties involved include the RWIB/CEO Board, the RWIB Sub Committee and potential One-Stop Center partners. This has been completed.

Phase Two: Potential One-Stop Center partners were contacted and meetings are scheduled. While certain partners are mandated, IWD and WIA also desired to include partners with the vision of collaborative services. The following organizations have expressed interest in partnering in Region 10: AARP; Department of Corrections; ESL/Kirkwood; Experience Works; GED/Kirkwood; Linn County General Assistance; IWD; Job Corp; Senior Internship Program; Vocational Rehabilitation Services; and WIA / Kirkwood.

Meanwhile, the IWD Relocation Committee is gathering data about leasing options. Several developers, contractors, real-estate agents and property managers have been contacted to determine the availability of facilities,

estimated costs and leasing options available. On-going weekly meetings of the IWD Relocation Committee include brainstorming on the following issues: Timeline; One-Stop Issues; Customers; Services; Building Issues; Transportation and Parking Issues; and Infrastructure.

The RWIB has discussed co-location and integration at their meetings and is kept educated and informed about the on-going partnership process. The RWIB has established an official co-location and integration subcommittee. This subcommittee is in partnership with regional IWD and WIA leadership, which forms the regional leadership team that will guide and provide oversight to the co-location and integration planning and development in Region 10. This subcommittee will oversee the local partner committee; and the local partner committee will make recommendations to the RWIB subcommittee and regional leadership team. At their upcoming meeting, the RWIB subcommittee will create a timeline for co-location and future integration plans will be developed with identified information needs and decision points. This will be essential in the preparation of the co-location plan, which is due March 30, 2009.

At this time, the local administration of Department of Human Services (DHS) is not committed to joining the One-Stop Center. However, city officials have indicated their support for the possibility of DHS joining the One-Stop Center. This is a critical issue as the inclusion of DHS in the One-Stop would increase the square footage requirement would increase dramatically. The final decision will be made between these two entities.

IWD in Cedar Rapids currently rents a facility of approximately 15,000 sq ft. This facility has been outgrown in terms of office, conference/meeting/training rooms and storage. Space needs in a new facility are estimated to be 18,000 sq ft. If partners join IWD, a total of approximately 34,000 sq ft will be needed. While this is a preliminary estimate, future partner meetings and data collection will allow a more accurate determination of requirements. Common areas - including reception, training spaces, testing areas and computer labs - are just a few of the unknowns at this time.

- **Region 12 – Sioux City**

Counties included in IWD's Region 12 are: Cherokee, Ida, Monona, Plymouth, and Woodbury.

Region 12 leaders have met several times to discuss co-location plans. It is our intent to utilize a smaller core partnership group to continue investigating the best possible solutions for co-location, while keeping the greater partnership group informed throughout the process. To date, all current and potential partners are supportive of the process and have pledged their support to this venture's success.

The Siouxland Region had already identified the need for a broader partnership and more seamless service delivery for the Tri-State customer base. Through our Regional Innovation Grant (RIG) project we have outlined one of our four main outcomes as a feasibility study for a Tri-State One-Stop. We have met with the South Dakota Department of Labor and are in the process of setting up a second meeting with SD and Nebraska Workforce Systems to further discuss the possibility of creating a first in the nation Tri-State center.

For the past several months, workforce partners have been engaged in the investigation of both new construction and rehabilitation of existing buildings for a co-located One-Stop office in Sioux City. Square footage needs are being collected from each partner of interest to determine capacity requirements and feasibility. At present, the Workforce Center has 15,876 square feet. With the existing partner's current and anticipated needs we have outgrown our current space, and have a need for additional office and conference room space in order to accommodate our current customer needs. Should the new One-Stop location continue with just existing partners and the addition of full time WIA staff, the square footage needs are anticipated to run near 30,000 square feet. If the three additional interested partners (Woodbury County Veterans, Woodbury County Extension and the entire Community Action Agency operation) are included, a total of 50,000 to 60,000 square feet would be required. The square footage needs may change as we make final determinations regarding formal partnerships and as the Tri-State model is investigated further.

Two separate workforce partners have come forward with possible solutions to ensure co-location is successful and the appropriate partnerships are included in the new space. Community Action Agency of Siouxland (older worker provider) and Western Iowa Tech Community College (WIA provider) have offered their assistance in pursuing new space.

Existing partners in the Region 12 One-Stop include: Iowa Workforce Development; Iowa Department of Vocational Rehabilitation Services; Job Corp; American Indian Council; Community Action Agency of Siouxland – Older Worker Program, Senior Aides; Experience Works – Older Worker Program, Senior Aides; Goodwill Industries; and Workforce Investment Act (half day per week).

Potential additional partners – those who have indicated some interest – include: Workforce Investment Act staff on a full time basis; Woodbury County Commission of Veteran Affairs; Woodbury County Extension, Iowa State University; South Dakota Department of Labor; and Nebraska Workforce System.

- **Region 15 - Ottumwa**

Counties included in IWD's Region 15 are: Appanoose, Davis, Jefferson, Keokuk, Lucas, Mahaska, Monroe, Van Buren, Wapello, and Wayne.

Region 15 has been meeting with the local community college, the City of Ottumwa to develop requirements and a plan for proceeding with an integration plan. Several businessmen have inquired about this development process and specifics about the type of property and location may be desired. Information has been shared and some feedback has been received and forwarded to the Leadership Team.

In addition to IWD staff, the Ottumwa IWD office houses two New Iowan staff, three staff from Revenue, two IWD Auditors, and one individual from partner Experience Works. Space is also allocated for individuals from the Disability Navigator office as well as WIA staff that occasionally work out of the office.

The IWD workforce center presently has 7,680 square feet; WIA has a total of 2,200 square feet. Ideally, a facility with a total of 15,000 square feet can be identified to house everyone and provide for future growth. This additional space would also allow enough room for Voc Rehab to co-locate as a partner.

N. Timeline

A timeline has been established to provide guidance and keep all of the various activities aligned and in progress. The schedule is set from December 2008 through May 2009 and itemizes the major tasks that need to occur during that month.

December 2008

Lab Leadership Teams Finalized

Initial Draft of Functional Team Members for each Lab

Finalize Floor Plans

Initiate 28E processes

Revised/Final Draft Policies and Documents:

- Functional Descriptions
- Premises Guidelines
- State Functional Supervision Policy

Ongoing UI Process and Integration Taskforce meetings

Launch Employment Team Taskforce

I*Works Final Upgrade for WIA Program Application

I*WORKS Testing

Complete RWIB Briefings/Discussion Meetings (in Lab Regions)

Destination Integration Feedback Meeting(s)

Advisory Council Briefing

Labor Council Briefing

State Board Meeting

Draft Report to the Legislature on Iowa Integration

January 2008

Revised/Final Draft Policies and Documents:

- (Correlating) Regional Functional Supervision Policy (one for each Lab region)
- Co-enrollment Policy
- Initial Guidelines for Co-enrollment Process
- Guidelines for Communicating with Lab Staff

Draft Lab Membership Flow and Processes (onsite at Labs)

Finalize Functional Team members for two Labs

Implement Floor Plans

Initiate I*WORKS training at Lab sites

UI Process and Integration Taskforce Report due

Swipe Card Technology selection

HR Policy and Procedures Training for Lab Leaders

Branding Roll-out Plan

Destination Integration Feedback Meeting(s)

Ongoing RWIB Briefings/Discussion

Submit Report to the Legislature on Iowa Integration

February 2009

Lab Site Transition Plans

- Floor Plan Implementation
- Functional Teams
- I*WORKS Training
- Initial Staff Briefing
- Team Trainings
- Impact on Caseload/Reassignment
- Launch Date

Finalize Functional Team members for remaining Labs

Complete I*WORKS training at Lab sites

Initiate Initial Staff Briefing (two labs)

Draft Lab Skills Development Flow and Processes

Employment Team Taskforce Report Due

Labs begin Draft procedures Manual

Re-brand print materials; order office signs

Destination Integration Feedback Meeting(s)

Ongoing RWIB Briefings/Discussion

Advisory Council Briefing

Labor Council Briefing

State Board Meeting

March 2009

Continue/Complete Initial Staff Briefings

Finalize 28E processes

Complete Floor Plans

Membership and Skills Development Team Training

Draft Employment Team Flow and Processes

Review and adopt Membership Management processes (including targeted services to UI claimants)

Create Product Review/Development Taskforce

Swipe Card process development

Co-location Plans/Schedules due from non-co-located Regions (8, 9, 10, 12, 15)

Initiate planning for Integrated Services Certification model/process

Begin selection process for second wave of offices to adopt integration model (4 – 6 centers)

Ongoing RWIB Briefings/Discussion

April 2009

Labs continue Draft procedures Manual

Ongoing re-branding of materials; office sign ordering

Membership and Skills Development Team Training

Employment Team Training

Launch Swipe Card, training
Initiate Membership Management activities in Labs
Select second wave of offices for integration, initiate leadership teams
Ongoing planning for Integrated Services Certification model/process
Destination Integration Feedback Meeting(s)
Ongoing RWIB Briefings/Discussion
Advisory Council Briefing
Labor Council Briefing
State Board Meeting

May 2009

Release revised Integrated Services Handbook, including revisions/updates to former WIA Director's Handbook and One-stop Handbook
Product Review/Development Taskforce report and recommendations due
Draft revised floor plans, functional units at second wave offices
Lab "Open Houses"
Statewide Meeting: Lab Lessons and Outcomes
Draft Integrated Services Certification model/process
Destination Integration Feedback Meeting(s)
Ongoing RWIB Briefings/Discussion

IV. INITIAL CONCLUSIONS

There has been a flurry of activity at Iowa Workforce Development since March 2008 when we embarked upon the process of identifying and hiring a consultant to assist with the process of bringing Integration to the One-Stop Centers in Iowa. There have been countless hours spent in the planning process conducting meetings and conference calls with a variety of teams and stakeholders. None of us could ever have anticipated or estimated the number of hours this planning process would require, nor the challenges and obstacles which would arise.

In the past, the Iowa Legislature has authorized many studies into service integration at the Workforce Centers; however, until now, never has there been such a movement for change initiated. The message which we hope is coming loud and clear from the State Leadership Team is that we are through researching or studying the problem. We have moved into action. The planning process for implementing the Integration Model is now living proof that all parties can come to the table and reach an accord to provide the much needed service and efficiency improvements to the citizens of Iowa.

There have been a few stops, starts, and delays along the way. One major hurdle that has yet to be cleared is the modifications to I-Works, the web-based system used to manage labor exchange functions. Originally scheduled for completion by July 2008, additional work on bugs and code will need to be completed before the system can be implemented.

We now stand poised at the precipice of launching this monumental change in the processes that Iowa Workforce Development and its many partners and stakeholders use to service their clients. We are excited for the launch at the pilot site in Dubuque. There are sure to be many lessons learned as the new processes are implemented and refined. We fully expect the implementation of the integration model to be a work in progress as each new site, in turn, is transformed and moves forward to achieve the goal of being a truly integrated One-Stop.

Respectfully Submitted,



Elisabeth Buck
Director
Iowa Workforce Development

VI. APPENDIX

A. 100-Day Report Synopsis

B. HF 2699

C. Integration Policy

D. Functional Descriptions

- Regional Area Coordinator
- Site Coordinator
- Team Leader
- Team Coordinator
- Membership
- Skills Development
- Employment

E. Premises Guidelines

F. State functional Supervision

G. One-Stop Certification Framework

H. Iowa Works Integrated Services Functional Chart

100-DAY REPORT SYNOPSIS

Governor Culver announced the appointment of Elisabeth Buck as Director of Iowa Workforce Development and Joseph Walsh as Deputy Director on July 7, 2007, and Elisabeth and Joe began their respective roles at Iowa Workforce Development (IWD) on August 2, 2007. Director Buck proposed a 100-Day Plan with the goal to: • provide an understanding of the current state of the department; • identify/define the strengths to be sustained and supported; and • identify/define the weaknesses that require reinforcement and change.

Research was conducted to develop the 100-Day Plan, and included an analysis of IWD programs and finances and two surveys: the first to include participation of all interested IWD staff persons, and the second sent to IWD stakeholders.

The most ambitious and consuming activity, however, was a statewide tour of all 15 Workforce regions where a series of focus groups was conducted to obtain feedback on local operations. A series of meetings was established in each region with the following groups: IWD staff, stakeholders – business and community leaders, clients, labor leaders, and the Regional Workforce Investment Boards (RWIB). The strengths and weaknesses in each of the regions were reviewed and studied; it did not take long to recognize the consistent themes that began to echo in the meeting rooms.

It became clear that many of the services provided were very good and of very high quality. The staff was capable and willing. What was missing was that cohesive component that provides seamless services in a one-stop atmosphere to help bridge the gaps between unemployment, training, and employment services.

The full 100-Day Report is available for review on the IWD web site home page in the announcement section. The URL is: www.iowaworkforce.org.

House File 2699 - Enrolled

PAG LIN

1 1 HOUSE FILE 2699
 1 2
 1 3 AN ACT
 1 4 RELATING TO AND MAKING APPROPRIATIONS TO THE DEPARTMENT OF
 1 5 CULTURAL AFFAIRS, THE DEPARTMENT OF ECONOMIC DEVELOPMENT,
 1 6 CERTAIN BOARD OF REGENTS INSTITUTIONS, THE DEPARTMENT OF
 1 7 WORKFORCE DEVELOPMENT, AND THE PUBLIC EMPLOYMENT RELATIONS
 1 8 BOARD, AND RELATED MATTERS AND PROVIDING EFFECTIVE DATES.
 1 9
 1 10 BE IT ENACTED BY THE GENERAL ASSEMBLY OF THE STATE OF IOWA:
 1 11

18 2 Sec. 30. WORKFORCE INNOVATION PLAN.
 18 3 1. The Iowa workforce development board shall develop, in
 18 4 cooperation and consultation with the association of Iowa
 18 5 workforce partners and the employers council of Iowa, a
 18 6 statewide workforce innovation plan by January 1, 2009. The
 18 7 board may consult other state agencies or organizations as
 18 8 necessary. The plan shall be submitted to the general
 18 9 assembly and the governor by January 15, 2009.
 18 10 2. The statewide workforce innovation plan shall include
 18 11 all of the following:
 18 12 a. Recommendations for coordinating the workforce delivery
 18 13 system in a more efficient, cost-effective manner while
 18 14 improving services for customers.
 18 15 b. Recommendations regarding the co-location and
 18 16 integration of all workforce and job training programs.
 18 17 c. Recommendations for improving the effectiveness of the
 18 18 regional workforce system.
 18 19 3. As part of the plan, the department of workforce
 18 20 development shall set a goal of having at least one certified
 18 21 one-stop center in each of the fifteen workforce regions by
 18 22 the year 2012.

WORKFORCE SYSTEM POLICY – 08-WSP01

Iowa Integration Policy

Purpose

This integration policy shall provide guidance to local workforce regions for the development of a regional workforce integration policy, including the minimum state requirements set forth herein.

Background

Iowa's economy is changing rapidly. While the state creates new jobs which often demand more technical skills, other traditional occupations are dead or dying, particularly in traditional manufacturing. An economy which was once based upon work history is now based upon work skills. Workers with abundant experience and epic work ethics often do not have the skills to attain family-sustaining wages. Moreover, employers are experiencing a shortage of skilled workers, often citing a deficiency in even basic or foundational skills. Iowa has an aging workforce and young people are leaving for oceans, mountains and better paying jobs. In short, the competition for skilled workers has become global. For Iowa to compete and thrive in this environment, its workforce system must have the capacity to help raise every worker up one level in their skills.

Within this competitive environment, five of Iowa's regional one-stops are not physically co-located. Many other one-stops have co-location amongst important partners, but may have limited degrees of cooperation or collaboration. Some one-stops simply house partner roommates. Funding also has been a challenge for Iowa Workforce Development and all of its partners, particularly the local partners funded through the Workforce Investment Act. Strengthened partnership is required to meet the workforce challenges facing the State of Iowa in a climate of limited resources and threatened funding. And a model with greater flexibility is needed to facilitate better customer service and efficiency. Iowa's workforce delivery system is currently based upon a 1990's model of self-service in a referral-system one-stop. It is determined that this is not the most effective system for meeting the workforce challenges in the Twenty-First Century.

With this policy, Iowa Workforce Development has undertaken the comprehensive development of a new service delivery model. Such a model focuses on quality integrated services to customers, as opposed to operating from program of funding silos. Under this model, all local offices are integrated into functional units and are not separated by program of funding stream.

All workers need to know their skills, have an opportunity to grow their skills, and get the best job possible with their skills.

While this policy is undertaken because it is the right thing to do, it should also be noted that the State Legislature passed House File 2699, Iowa Workforce Innovation legislation with requirements to develop a plan by January 1, 2009, and recommendations for:

- Coordinating the workforce delivery system in a more efficient, cost-effective manner while improving services for customers;
- Co-location and integration of all workforce and job training programs;
- Improving the effectiveness of the regional workforce system.

At a minimum, this legislation sets a goal for at least one certified one-stop center in each of the fifteen workforce areas by the year 2012.

With these imperatives and requirements in mind, the following document outlines the initial statewide integration policy elements.

Integration Objectives

The *operational* objectives are:

1. Emphasis on skill development for all customers: know their skills, grow skills and get a job based on their skills; thus helping everyone raise themselves up one level.
2. Skill development and training opportunities for Iowans that are based upon employer demand, occupational forecasting and labor market information.
3. Develop a demand-driven system, ensuring that services within the workforce centers are valuable to employers.
4. Provide a better return on investment of public funds by improving the quality; increasing access to services; and directing more resources to customer service.
5. Ensure service delivery is innovative and data driven through the use of comprehensive labor market information and analysis of local, state and national economic indicators.
6. Improved customer service processes; efficiency and flexibility in managing customer flow; and increased use of automation tools and resources to support staff and customers.

7. Advance the skills and job satisfaction for employees and optimize work flow across workforce development staff.
8. Further link workforce, economic development and education by developing shared goals and emphasis.
9. Improve overall performance: beyond program outputs to include outcomes, quality and process evaluation; and continuous improvement as a standard operating procedure.

Transition Process

The Iowa integration model will be built on promising practices from around the country – adopted and customized for optimal impact in Iowa. A “learning lab” process will be utilized to incorporate local input while testing and improving elements of the model prior to statewide implementation.

The State Workforce Board Advisory Group – made up of Board members, and representatives from the Employers Council of Iowa and the Association of Iowa Workforce Partners – will provide initial and ongoing feedback, advice and comment on all aspects of the integration model, plan and strategies.

A State Leadership team sets overall direction, and establishes the integration model; policy development; minimum statewide standards; removes barriers, and, where necessary, provides resources to convert each center to the integration model.

An Integration team will be established to help facilitate conversion of each center (after the Labs) and will include subject matter experts from Human Resources, IT and I-Works, Premises, different programs (i.e., WIA, employment services, unemployment insurance) and local learning lab participants. This group will provide technical and capacity building support to each of the centers – based on participation and learning from the labs. Each region, starting with those that will have a Learning Lab, will have a local Leadership Team that determines and implements all the local level decisions.

Following the Learning Labs, centers will be phased into the model in up to four groups; the integration transition will be facilitated in each center by the State Implementation Team. As the model will be finalized after the Learning Labs and will include minimum statewide standards (to be finalized based on these labs), centers will not be able to convert to the model without participation of the Implementation Team.

In combination – stakeholder advisors, state-level guidance and support, and localized input on customizing testing and improving the model – Iowa is assured a solid, well-structured integration initiative.

The integration transition will adhere to the state mandate to maintain operations at all current 55 Workforce Center locations; will not affect the state's regional structure; and will not cause job loss for any currently employed workers.

Service Integration

The integrated service delivery system has three major components:

1. Integrated customer pool which ensures that all customers are registered simultaneously whenever eligibility permits in the performance calculation of specific workforce development programs.
2. Integrated customer flow that establishes a sequence of demand-driven, skill-based services for all Workforce Center customers using a customer-driven initial service triage which includes three customer cohort groups.
3. An integrated staffing approach that provides services to the integrated customer pool as they are served through the adopted, integrated customer flow.

Co-enrolled Customer Pool

Iowa will be transitioning to and adopting relevant policy for maximized co-enrollment of customers in order to create the common, integrated customer pool. This would require co-enrollment in the WIA adult performance pool as early in the customer flow model as possible, thereby increasing the number of customers receiving skill improvement and training opportunities.

Common Customer Flow and Service Cohorts

The Iowa integration model will include a common customer flow that is adapted and customized for each center based on unique workforce center characteristics, such as: customer traffic, staffing, and office space issues.

The customer flow model is designed to simplify and standardize processes for customer movement through different common functions in a center; ensure maximum/ever increasing numbers of customers served; include customer choice for service delivery methods and processes; ensure all customers get information necessary to obtain required services; eliminate duplication to extend resources; and is flexible and adaptable.

Customers will flow sequentially through three functionally-organized service units: membership, skills development, and employment. In addition to this state-level minimum standard, others will be developed. Each center will be developed to meet the state minimums and then adapt and adopt additional standard operating procedures based on the specifics of that center. The statewide standards will be

drafted and tested in Learning Labs, and then finalized and adopted for statewide implementation.

The customer flow model incorporates a methodology to initially identify customer service needs, and provide immediate engagement and connectivity to services during the customer's first visit. Based on customer-driven initial service triage, three customer service cohorts will be established and standardized in each center. In general, these cohorts are: Career Development, for customers with limited skills and work history; Career Advancement, for customers with limited skills, outdated skills, work history without advancement, and/or inconsistent work histories; and Employment Express, for customers with job goals, in-demand skills, capacity to generally organize a job search, use labor market information and create job search tools; and consistent work histories.

Additional Service Integration

In addition to Wagner-Peyser, Trade, Veterans, New Iowans, and WIA Title 1 Adult and Dislocated Worker programs, the Iowa service integration will, in the transition phase, adopt standards and processes for integrating customers of unemployment insurance. The centers shall continue to provide unemployment insurance services. The integrated system, however, shall treat unemployment insurance recipients as "job seekers" rather than "claimants." PROMISE JOBS shall eventually be transitioned into the integration model.

Beyond the transition phase, or within each center as can be agreed upon by co-located partners, integration of other services will be developed with each relevant partner. This may include, for example, Older Worker programs, Vocational Rehabilitation, Job Corps, etc.

Integrated, Functionally-Aligned Staff and Supervision

The common customer flow will be used to create functional descriptions, and staff will be deployed to provide services within a functional unit. Regional leadership teams will ensure that staffing is adjusted to meet customer needs and traffic.

Functions and staffing for regional leadership teams will be determined region-by-region, but will include staff from multiple funding sources, which may be a 28E position, or a combination of staff funded by state and/or local programs. Based on reorganization of staff into functional teams or roles, functional supervisors will be designated to operate and oversee the day-to-day duties of those staff assigned to their teams. This functional supervision policy may include situations whereby state-funded staff are supervised daily by locally-funded staff, and vice versa. Personnel transactions such as performance evaluations, disciplinary actions, pay increases, etc. are maintained by the staff person's employer. Additional clarification and instructions will be documented and distributed prior to implementation.

In large centers, staff will work in functional teams: Membership, Skills Development and Employment. Teams will be integrated with staff from multiple funding sources, at a minimum to include state and locally-funded programs, and staffing from other partners as can be developed in each center. Depending on the size of the teams, there may be functional team leaders.

In centers with approximately five or fewer staff, the functions will be covered by combination of full-time assignments, all staff covering all functions and scheduled to meet center traffic; or a revolving assignment, based on regional leadership team determination.

The functional roles or teams are:

Membership Function

Staff serving in the membership function greet and direct customers; provide the initial services triage and recommend a services cohort; collect initial registration data, facilitate initial skills assessment, and connect customers with the Skills Development team/function, and initial service delivery.

Skills Development Function

Staff in Skills Development provide additional assessment of customer needs and support requirements; when needed, provide comprehensive skills assessment and/or verification; facilitate career and job search planning; deliver and/or connect customers to skill building services covering work readiness skills, basic skills, computer literacy skills, occupational skills and job search skills; oversee and facilitate self-service delivery and assist customers in development of job search skills and tools.

Employment Function

The employment role/function includes services to job-ready job seekers, and services to hiring employers. For job seekers, functions include: job search information, plans, support and advise; job development; assessment of job search activities; automated job matching; and referrals and hiring process support. For employers, functions include: job orders and consultation; being responsive to new hiring practices; implementing pre-referral standards (skills, screening); a proactive search for candidates; and customized recruitment services.

Learning Lab Implementation

As previously mentioned the Iowa integration model will be built on promising practices from around the country – adapted and customized for optimal impact in Iowa. Implementation features a “Learning Lab” process to incorporate local input while testing and improving elements of the model prior to statewide implementation.

Seven Learning Labs will be designated based on consideration of a number of different items: 1) center must have co-location of state and local programs; and 2) varying criteria including: number of co-located partners; office size; geography; office readiness and progress beyond “co-location.”

Learning Labs receive the following facilitation:

- Establish and formalize operations for center Leadership Teams, and facilitated Leadership Team meetings to process decisions and apply the integration model.
- Review and planning for “functional supervision”.
- Consulting on creation of functional teams: size, assignments, team leaders, and clarification of the functions for each team and the interactions between them.
- Development of all facility-based integration requirements: customer flow, including recommendations for floor plan impact; team placement (where desks will be); reorganization of “resource rooms” and service delivery areas if necessary/when feasible.
- Protocols for implementing integration model: common customer pool; applying service delivery standards; customer visit/traffic management; and addressing other issues as they arise.
- Planning to meet product/service standards.
- Support in development of unified center procedural documentation, and other documentation development and/or review of materials supporting Lab integration.

Activities for Non-Lab Centers

All Regional Leadership teams not involved in a Learning Lab will participate in one or more ways from the launch of the initiative, depending on a number of items:

- Take action to create co-location arrangements with at least the WIA service provider(s) if not already completed. This may involve leases, revised cost-sharing plans and MOUs; physical moves (and moving services), etc.

- Initiate development of a Local Leadership Team based on the model, and begin initial planning for functional teams; cross training; customer flow and impact on office layout; and other preliminary activities as identified.
- Participation, as learners, in various activities at the Lab sites: Leadership Team meetings, staff training and meetings, office redesign activities, etc.
- Site visits to various Learning Labs at different stages of implementation.
- Document review for Learning Labs to ensure clarity and completeness of documents created (i.e., procedural manuals).

The State Leadership Team and Integration Team will devise a method for advising and communicating with centers that are not Labs in order to determine which of these activities each center will be involved in.

Performance and Impact Evaluation

In addition to federally mandated program performance measures, Iowa will adopt evaluation methods for quality and process components of the workforce development system.

Data Management

Integrated partners shall transition to a common data management system (IWorks).

Branding

A taskforce of state and local staff will be initiated to develop statewide branding standards. This taskforce will be convened and operate simultaneously with the period of Learning Lab operations.

Other

Additional clarification and guidance shall be issued as necessary through workforce system policies.

Functional Descriptions

Regional Area Coordinator

Description of Functional Responsibilities:

As described by the title, the responsibilities of the Regional Area Coordinator reach across all Iowa Works operations in a region. These operations span across a variety of government programs and funding sources, and are now functionally aligned into an integrated service delivery framework that requires coordination.

Policy implementation, standardized service delivery processes, customer flow, staff and resource allocation, and achieving performance measures all fall under the responsibilities of the Regional Area Coordinator. In addition, the Regional Area Coordinator has a significant role in community outreach, connections, coordination and communications related to ensuring the success of regional customer service plans, goals and center operations.

All Iowa Works staff are expected to share their expertise and assist with other functions or perform additional tasks as the need arises.

Primary Functional Tasks:

1. Network with and act as resource person to local governments, businesses, local and regional associations, public and non-profit human/support service providers and the general public concerning development and operation of an effective workforce development system to meet the regions' needs.
2. Assist RWIB with development of the regional customer service plan.
3. Implement and maintain ongoing comprehensive public relations activities across all communities in the Region so there is public awareness and optimum utilization of the Iowa Works system, centers and services.
4. Work in conjunction with the Regional Workforce Investment Board (RWIB), to ensure all Iowa Works programs and services are successfully implemented within the common framework of integrated service delivery.
5. Act as the liaison between RWIB and Center staff, establishing a clearly identifiable communication loop.
6. Oversee implementation of Iowa Works programs and policies, as they apply to the design and operations of all Centers in a region.
7. Monitor progress on the implementation of Iowa Works policies, providing guidance and technical assistance to teams/staff as needed or requested.

8. In coordination with the Leadership Team, collect, analyze, synthesize, and summarize required information and submit federal, state or regional reports as required/requested.
9. Collaborate with all on-site partners for optimum coordination of customer flow, access to all services, non-duplication of processes, sharing of information and attainment of performance measures.
10. Represent Iowa Works integrated programs as or to the Coordinating Service Provider to ensure effectiveness of overall workforce development system in the region.
11. Establish good working relationships and serve as liaison with other community agencies, training providers and business associations to ensure effectiveness of the integrated system.
12. Ensure that interagency agreements such as MOU and CAP are developed, reviewed and updated as necessary, documenting changes.
13. Ensure all system and program performance measures are met or exceeded.
14. Prepare operational budgets for Iowa Works program service delivery and ensure that funds are expended as required by program regulations, regional protocol, and in accordance with policy; coordinate regional process for grant writing for additional funds, or other means for enhancing system resources, when necessary, to meet regional service delivery needs.
15. Approve and sign fiscal, contractual, and reporting documents; and monitor all regional contracts (i.e., on-the-job training) where program funds are expended (applied as appropriate to regions' procedures).
16. Monitor and/or sign off on purchase orders and invoices utilizing state and local funds (applied as appropriate to the regions' procedures).
17. Monitor ongoing feedback from Site Coordinators related to improvements to I*WORKS and forward to IT staff.

Center Staffing and Services:

18. Facilitate Leadership Team to develop understanding of the vision for the Iowa Works system and create strategic implementation plan for Iowa Works services within the region.
19. Assist in creating work processes for the delivery of integrated services within local areas and across the region.
20. Work collectively with other Regional Area Coordinators to ensure that strategies and services are aligned across regional boundaries.
21. Maintain regular and frequent contact with RWIB to provide updates and data on the progress of implementation of the integrated system and get necessary feedback for system and service development.

22. Attend local, regional, state or national meetings (along with other appropriate leadership and front-line staff) pertaining to Iowa Works system, serving as the regional representative responsible for sharing information with staff.
23. Convene Leadership Team and foster teamwork through regular meetings to provide direction, discuss issues, collaborate on decisions, assess progress, communicate information, and get feedback on system implementation, site operations and performance.
24. Support Site Coordinators in the initial implementation of and on-going improvements to the Centers' integrated services model.
25. In conjunction with the Leadership Team, ensure that all functions of the Iowa Works system are appropriately staffed and are fulfilling responsibilities.
26. Ensure that all Iowa Works staff possess the appropriate technical and personal skills, and program knowledge to perform their functional responsibilities and meet performance outcomes of the system.
27. Review operations procedures manual (developed by Site Coordinators or functional supervisors), make recommendations for improvements, and ensure adherence to established procedures.
28. Evaluate the effectiveness and quality of Iowa Works products, services and work processes.
29. Provide direction and oversight for the identification and development of the new or improved products and services offered through the Iowa Works system.
30. Identify and communicate priorities of the Iowa Works system and facilitate action planning processes to address the identified priorities.
31. Direct work of and functionally supervise Site Coordinator(s).
32. Oversee Centers' operations and functionally supervise staff at sites where additional leadership/supervisory staff is not required due to size of office.
33. Provide consultation to the Leadership Team on hiring of new staff when vacancies occur. (Hiring must be processed according to and adhere to the human resource policy and procedures relevant to the funding source.)

Program Responsibilities:

34. Develop a thorough knowledge and understanding of all Iowa Works program laws, regulations and policies to ensure proper implementation within the Iowa Works system, including but not limited to: Workforce Investment Act, Wagner-Peyser, Unemployment Insurance, RES, Veterans, Employer Services, New Iowans, PROMISE JOBS, Trade Act services, Iowa Advantage and other related employment and training programs.
35. Share changes in Iowa Works programs laws, regulations and policies with Site Coordinator, functional supervisors, and/or frontline staff (depending on office structure).

36. Identify, arrange, and/or coordinate program specific training in order develop staff knowledge and skills.
37. Conduct quarterly monitoring of contracts and files; approve training enrollment decisions based on eligibility requirements; coordinate the resolution of findings resulting from audit, monitoring, or other reviews.

Site Coordinator

Under the direction and functional supervision of the Regional Area Coordinator, the Site Coordinator will ensure the overall success of one or more Iowa Works Centers. The Site Coordinator is responsible for overseeing the day-to-day operations, implementing all state and local policies, creating and improving customer flow processes and service delivery standards; and, ensuring all outcomes are achieved.

The Site Coordinator is a member of the Regional Leadership Team. The Site Coordinator specifically will represent issues that relate to procedures that affect daily operation of the Center(s) and provide recommendations on processes which best facilitate delivery of services to all customers.

All Iowa Works team members are expected to share their expertise and assist with other functions or perform additional tasks as needed.

Center and Team Coordination Responsibilities:

1. The Site(s) Coordinator's primary responsibility is to ensure that all integrated operations at the assigned site(s) are meeting all system, center and program goals.
2. Develop a working knowledge of all Iowa Works program laws, regulations and policies to ensure proper implementation within the Iowa Works system, including but not limited to: Workforce Investment Act, Wagner-Peyser, Unemployment Insurance, RES, Veterans, Employer Services, New Iowans, PROMISE JOBS, Trade Act services, Iowa Advantage and other related employment and training programs.
3. Follow and implement all directives, policies, and procedures of the Iowa Works system as communicated through the Regional Area Coordinator.
4. Participate as Leadership Team member with the Regional Area Coordinator in development of interagency agreements such as MOU and Resource Sharing agreements; reviewing and updating as necessary.
5. Assist in creating Iowa Works Center standard operating procedures that facilitate customer-focused work processes within each functional area, between functions and across.

6. Communicate all new (or changed) policies, procedures, and/or processes with relevant staff to ensure they have the most up-to-date and current information affecting their work.
7. Ensure all functions are staffed appropriately and workload is organized to facilitate implementation of Iowa Works system goals.
8. Reassign staff and/or reallocate staff time assigned to functions to best meet the needs of customers, either on a temporary or permanent basis. (Permanent staff reassignment must be processed according to and adhere to the human resource policy and procedures relevant to the reassigned staff member.)
9. Guide staff to understand their roles/responsibilities within a function and in relationship to other functions to achieve the goals.
10. Plan, direct and assign Iowa Works Center activities across all functions.
11. Coordinate work processes across functions ensuring that staff are accurately and appropriately documenting work activities in I*WORKS, that information is being shared across functions to provide seamless service delivery, and that duplicative work activities are eliminated.
12. Identify needed staff development activities and provide and/or secure training.
13. Facilitate regularly scheduled Iowa Works Center staff meetings and call special meetings when necessary to foster teamwork, discuss Center operations, budgetary issues, technical problems and the status of projects, etc.
14. In conjunction with the Regional Area Coordinator, prepare operational budgets for Iowa Works program service delivery; ensure that funds are expended as required by regulations, protocol and policies; participate in grant writing for additional funds or other means for enhancing resources.
15. As agreed to with Regional Area Coordinator, prepare fiscal, contractual and reporting documents, and monitor contract implementation. Also, as agreed to with the Regional Area Coordinator, monitor, and/or approve; and/or sign off on purchase orders or invoices utilizing state and local funds (applied as appropriate to the regions's procedures.)
16. In conjunction with the Regional Area Coordinator, create continuous improvement plans to ensure that all products and services are being designed and delivered to the highest quality standards.
17. Continually develop the depth and breadth of product line and adjust as necessary in response to customer feedback.
18. Coordinate master Iowa Works Center schedule to ensure that all functions are appropriately staffed at all times, that all work activities are being completed by the appropriate staff, and that workloads are appropriately distributed among staff.
19. Coordinate delivery and sequencing of all services within the Iowa Works Center including job seeker activity, training services, employer services, etc., ensuring that customers stay attached to Center services and the services are delivered within legislative, state, regional, and budgetary requirements.

20. In coordination with the Regional Area Coordinator, participate in ongoing comprehensive public relations activities across all communities in the Region so there is public awareness and optimum utilization of the Iowa Works system, centers and services.
21. Based on Leadership Team discussion and agreement, attend relevant state, regional or national meetings, serving as the regional representative and sharing information with staff.

Functional Supervision Responsibilities:

22. Identify, assign, and follow-up on work activities of staff under direct functional supervision to ensure all Iowa Works functions are performed and that individuals are fulfilling their work responsibilities.
23. Create weekly schedules to ensure appropriate coverage of work activities and that all staff have time for breaks, lunches, etc.
24. Ensure that all staff understand what is expected of them, their roles, and their work's relationship to other functions.
25. Oversee daily work activities of those functionally supervised and ensure that staff are fulfilling all required work activities.
26. Coordinate individual work schedules and leave requests to ensure proper coverage of all functions within the Center(s) in accordance with Iowa Works Center operational procedures. (Work schedules and leave request must be processed according to and adhere to the human resource policy and procedures relevant to each staff member.)
27. Approve leave for those whom you directly supervise, in accordance with the relevant human resource policies.
28. Ensure all staff are knowledgeable about all Iowa Works Center products and services and teams' roles in delivery of these products and services.
29. Serve as a resource and content expert, providing staff with guidance and being available to answer questions to clarify the work activities.
30. Create opportunities for staff to provide input on procedures/processes and share their expertise with others.
31. Document individual performance including individual successes, positive and negative behavioral issues, and contributions to the overall Iowa Works Center operational success as a means to provide input to the staff member's performance evaluation. (Performance evaluation must be processed according to and adhere to the human resource policy and procedures relevant to each staff member.)
32. Participate in the performance evaluation processes (adhering to the human resource policy and procedures relevant to each staff member).

33. Ensure that each person feels that his/her work is valued, appreciated, and meaningful to the success of the Iowa Works Center.
34. Actively participate as a "team member" by taking on as part of your on-going and regular workload, activities of the various functions and temporarily take on additional activities when workload is at capacity or special projects arise.

Data Collection and Analysis Responsibilities:

35. Serve as a resource and content expert on I*WORKS data entry, management and processing, and collect ongoing feedback from staff and customers on improvements to I*WORKS and forward to Regional Area Coordinator for presentation to IT staff.
36. Analyze operational and customer data to ensure teams are providing assigned services and meeting the expectations.
37. Collect qualitative and quantitative data (routinely and upon specific request) that accurately depicts current local operations.
38. Submit reports to the Regional Area Coordinator (routinely and upon specific request).

Facilities Maintenance Responsibilities:

39. Oversee upkeep and maintenance of building including roof, electrical, heating and cooling system, plumbing, etc.
40. Oversee physical plant maintenance such as phone system, building security and key control, painting, carpet, etc.
41. Oversee building upkeep including janitorial services, pest control, grounds keeping, snow removal, etc.
42. When required and in conjunction with Regional Area Coordinator and state Premises Department, coordinate and participate in securing/renewing lease agreements; building remodeling; interior and exterior signage; relocation of equipment, work stations, janitorial, pest control, grounds keeping, snow removal, etc.; and if necessary relocation of Center operations to new facility.

Team Leader

Under the direction of the Site Coordinator, the Team Leader is responsible for assisting in the day-to-day operations of integrated service delivery within the Iowa Works Center. The Team Leader's role is two-fold: (1) to directly supervise the work activities of a specific team or teams, and (2) to participate as a member of the team, sharing in the workload of the team.

The Team Leader is a member of the Regional Leadership Team. Specifically the Team Leader will represent issues that relate to procedures that affect daily operation of their team and provide recommendations on processes which best facilitate delivery of services to all customers. (Note: Not all teams will require a Team Leader, and may instead operate with a Team Coordinator, or may operate directly under the Site(s) Coordinator. These functional designations depend on Leadership Team decisions and indicators that are unique to each site and the staff in those sites.)

All Iowa Works team members are expected to share their expertise and assist with other functions or perform additional tasks as needed.

Center Responsibilities:

1. Follow and implement all directives, policies, and procedures of the Iowa Works system as communicated through the Site Coordinator and/or Regional Area Coordinator.
2. Assist in creating Iowa Works Center standard operating procedures that facilitate customer-focused work processes within a team/function and across teams/functions as directed by the center's Site Coordinator.
3. Following Iowa Works communications protocol, relate all new (or changed) policies, procedures, and/or processes to team members to ensure that they have the most up-to-date and current information that effects their jobs.
4. Submit data to the Site Coordinator/Regional Area Coordinator (routinely and upon specific request) to provide information that will assist them in compiling reports.
5. Collect qualitative and quantitative data (routinely and upon specific request) that accurately depicts current work activities and outcomes of your team.
6. Serve as a resource and content expert on I*WORKS data entry, management and processing for team, and collect customer and staff feedback on improvements that will benefit customers, forwarding these to the Site Coordinator.

Functional Supervision Responsibilities:

7. Actively participate as a team member by taking on as part of your on-going and regular workload, activities of the team and temporarily take on additional team activities when team workload is at capacity or special projects arise.
8. Identify, assign, and follow-up on work activities of team members under your functional supervision and in accordance with Center's integrated staffing structure.
9. Create weekly team schedules to ensure appropriate coverage of work activities and that all team members have time for breaks, lunches, etc.

10. Ensure that all team members understand what is expected of them, their roles on the team, and their team's work in relationship to other teams work.
11. Oversee daily work activities of those whom you functional supervise and ensure that team members are fulfilling all required work activities..
12. Coordinate individual team members work schedules and leave requests to ensure proper coverage within a team in accordance with Iowa Works Center operational procedures. (Work schedules and leave request must be processed according to and adhere to the human resource policy and procedures relevant to each staff member.)
13. Ensure team members are knowledge about all Iowa Works Center products and services and teams' roles in delivery of these products and services.
14. Serve as a resource and content expert to team members, providing them with guidance and being available to answer questions to clarify the work activities.
15. Create opportunities for team members to provide input on procedures/processes and share their expertise with other team members.
16. Ensure that each team member feels that his/her work is valued, appreciated, and meaningful to the success of the Iowa Works Center.
17. Document individual team member's on-going performance including individual successes, positive and negative behavioral issues, and contributions to the overall Iowa Works Center operational success as a means to provide input to the team member's performance evaluation. (Performance evaluation must be processed according to and adhere to the human resource policy and procedures relevant to each staff member.)
18. Participate in the performance evaluation process of team members in conjunction with the Site Coordinator..

Team Coordinator

Under the direction of the Site Coordinator, the Team Coordinator is a working member of a functional team that performs selected duties that will assist in ensuring team-based and effective daily operations of that function. The Team Coordinator duties do not extend to functional supervisor of the team. (Note: Not all teams will require a Team Coordinator, and may instead operate with a Team Leader, or may operate directly under the Site(s) Coordinator. These functional designations depend on Leadership Team decisions and indicators that are unique to each site and the staff in those sites.)

All Iowa Works team members are expected to share their expertise and assist with other functions or perform additional tasks as needed.

Coordinator Responsibilities:

1. Follow and implement all directives, policies, and procedures of the Iowa Works system as communicated through the Site Coordinator and/or Regional Area Coordinator.
2. As directed by the Site Coordinator, collect and submit team data (routinely and upon specific request) to provide information that will assist in compiling reports.
3. If assigned by the Site Coordinator, serve as a subject matter resource to team members.
4. Facilitate team operations: discussions, sharing of information and knowledge, identification of teamwork issues, development of problem-solving recommendations, and recommendations for standardizing team operations.
5. Actively participate as full, working member of assigned team, performing all other functional duties of the team.

Membership

Description of Functional Responsibilities:

The Membership function is the entry point into Center services for all customers. Responsibilities include directing customers to events/appointments/partners, processing membership applications, marketing services to members via face-to-face or telephone, conducting an initial assessment of member needs, recommending appropriate service sets to members, and ensuring that members maintain an "active" status. This Membership functions are coordinated with the Skills Development and Employment functions in order to manage member services throughout the service delivery process. (Note: For those center's that utilize staff as full-time telephone operators, these staff will also be on the Membership Team, with shared knowledge of the Membership functions to provide back-up support, and other members of the Membership team will share the function of telephone operator as back-up support as assigned.)

All Iowa Works staff are expected to share their expertise and assist with other functions or perform additional tasks as needed.

Primary Functional Tasks:

1. Personally greet customers immediately upon entry into the Iowa Works Center.
2. If purpose for customer visit is for partner agency, special event or appointment, direct customer appropriately.
3. Assist customers with completion of relevant membership and other application processes (i.e., unemployment insurance claim if relevant) and if applicable (i.e.,

jobseeker, and not on temporary layoff or union member), enroll them into Iowa Works services.

4. Conduct initial verbal "service triage" to determine entry services and recommend Employment Express, Career Advancement, or Career Development services as appropriate to the member's needs.
5. Prepare, hand out and explain service packets for members in Employment Express, Career Development and Career Advancement.
6. Enter into relevant data (not entered by customer) in I*WORKS.
7. Establish with members, that there are teams/staff of professionals (Membership, Skills Development and Employment) assisting them throughout service delivery, along with other partner services available at the Center.
8. Respond to customer inquiries by promoting available services as solutions to their employment and training needs, providing accurate information, and giving the members options on how and when to access services.
9. Personally introduce new members to a Skills Development Team member/staff and share information collected through the membership application process.
10. Design outreach and promotional strategies to attract new customers to increase the general jobseeker applicant pool and/or to increase the applicant pool for a specific sector, industry or occupation.
11. Collect and analyze customer feedback during first and subsequent visits and make continuous improvement recommendations to the Leadership Team.
12. Maintain regular and frequent contact with members (via phone, mail, email, face-to-face) to assess service needs, recommend additional services in order to assist members build the needed skills, and/or to keep the customer attached to services until employed.
13. Monitor ongoing member services throughout participation with Iowa Works based on level of service and implement activities to ensure customers stay active with Center services.
14. Fully support all policies and goals as they pertain to Iowa Works system.

Skills Development

Description of Functional Responsibilities:

The Skills Development function focuses on coaching jobseekers on all aspects of the job search and assisting members build their personal and job skills throughout the time that a jobseeker is a member of Iowa Works. Skills Development is responsible for assisting new members begin their service strategy based on recommendations from Membership

and provides ongoing assistance to returning members based on need. This function requires management of a variety of services, and multiple job seekers simultaneously through facilitated self-help, brief (and perhaps frequent) one-on-one conversations, small group interaction and structured workshops.

Once a jobseeker has defined his/her career/job choices, possesses the appropriate skills for the chosen jobs, and has developed necessary job search tools, he/she is linked with Employment function for referral to specific job vacancies and/or to get additional information on the local labor market that is not readily available or known.

All Iowa Works staff are expected to share their expertise and assist with other functions or perform additional tasks as the need.

Primary Functional Tasks:

1. Personally introduce yourself and services available within the Iowa Works Centers to the members explaining how the services will assist them in their job search or help build personal or work skills to reach their goals.
2. Continue dialogue with jobseeker to collect additional information to ensure recommended services (employment express, career development, career advancement) are appropriate.
3. Assist jobseeker to outline their work history and list their current package of skills, and enter relevant data into I*WORKS.
4. Conduct appropriate assessment activities to identify current skill levels, determine needed skills-building services, and create a plan to build skills, and/or match skills to current job openings.
5. Deliver appropriate skill-development services to each customer including facilitation of self-help services, presentation of workshops including Iowa Advantage series, and advising and consultation to ensure that each customer reaches his/her goals.
6. Maintain required data entry of service delivery and customer information, service notes, and other required I*WORKS transactions.

When appropriate to the individual's desires and needs:

7. Assist jobseekers to create resume(s) to assist them in applying for jobs, matching their skills to job vacancy requirements, and to highlight skills for employers to match to vacancies in their company.
8. Assist jobseeker create a job search plan which utilizes a variety of strategies for identifying job leads and applying for job openings (online, newspaper, specific jobs for referral to I*WORKS job orders, etc.)
9. Recommend needed job search tools appropriate for the jobseeker's targeted jobs and assist him/her in building a personal job search toolkit (resume, interviewing, applications, childcare planning, transportation options, etc.).

10. Direct jobseeker to workshops/services to assist them build specific skills when facilitated assistance is not helping them reach the desired outcome (resume, interviewing, job search strategies, etc.).
11. Assist jobseekers with identifying their personal job skills, the skills need for specific jobs of interest, and identify skills gaps between current transferable skills and skills needed for a particular job.
12. Review jobseeker's skills compared to those required for a specific job vacancy to determine appropriateness for referral to the job vacancy.
13. Assist jobseekers with identifying their personal interests and explore skills/job options that match those interests (i.e., interest inventory).
14. Provide labor market information to jobseeker including jobs in demand, wage rates, education requirements, etc. so that they can make informed and realistic choices for where to begin their job search.
15. Explore training and skill-building opportunities in desired field, assist in creating training plan to build skills, and if warranted, recommend jobseeker for Iowa Works training programs/funds.
16. Conduct a budget analysis to determine salary needs, then direct jobseeker to jobs that provide that salary.
17. Assist job seeker in creating a list of employers to conduct a targeted job search.
18. Consult with jobseeker on career options and recommend careers/jobs that the jobseeker may not have considered.
19. Maintain regular and frequent contact with members (via phone, mail, email, face-to-face) to recommend additional services in order to assist members to build the needed skills, access outcomes of activities, and/or to keep the customer attached to services on an on-going basis.
20. Manage classroom-based training accounts (ITAs) for those who receive these funds.
21. Fully support all policies and goals as they pertain to the Iowa Works system.

Employment

Description of Functional Responsibilities:

The Employment function is the bridge between hiring employers and qualified job seekers. The primary role for the Employment function is to help job-ready job candidates find suitable employment, and includes maintaining up-to-date knowledge of labor market information, recruitment and hiring practices, and employer needs. This function coordinates with staff assigned to the Skills Development function to review and refer jobseekers who meet the specified qualifications of employer job vacancies.

All Iowa Works staff are expected to share their expertise and assist with other functions or perform additional tasks as needed.

Primary Functional Tasks:

1. Provide information and guidance to employers on how to enter job vacancies and use other information and resources in I*WORKS, or enter job vacancies into system for employer when appropriate.
2. Conduct quality review of new job vacancies as directed by local procedures, ensuring all posted vacancies meet standards.
3. Ensure Veteran's preference standards are met regarding job vacancy processing.
4. Provide automated job matching on assigned job vacancies; for qualified job vacancies, when no matches are found, conduct additional recruitment activities (i.e., at schools, advertising for specific skill sets, Center promotions, etc.) and refer qualified applicants.
5. Prior to making any staff referral, ensure applicant meets employer qualifications, is an appropriate referral for the specific job opening, and based on employer-specific knowledge, prepare the job seeker for employer hiring process (i.e., general tips on appearance, presentation skills, following up on the interview, etc).
6. Provide follow-up contact and services to referred job seekers and employers during the hiring process as needed. Follow-up with employers to assess quality of staff-referred applicants and referral processes, establish next steps to fill the vacancy, and determine (and ensure) customer satisfaction.
7. Enter required activity and outcome data in I*WORKS.
8. Provide assistance to job seekers (highly skilled, but not necessarily high demand jobs in area) to expand job search strategy and/or recommend they contact specific employers who may or may not be currently hiring. Contact employers to promote a jobseeker that may be of particular interest to them, even when a current job opening does not exist.
9. Participate in development and implementation of customized recruitment strategies (i.e., on-site interviewing, application collections, job fairs, etc.) to assist businesses in filling their hiring needs.
10. a) Identify sources for potential new employer customers (i.e.: new employer list from chambers, newly registered employers in I*WORKS who have not yet listed job orders, and weekly classified advertising); b) contact employers to provide an overview of hiring services available; and, c) solicit job vacancies for any current open jobs.
11. As directed, assist in the development of draft informational and promotional materials and tools, to be submitted to Communications Department for approval; distribute and use materials appropriately.

12. As directed by local leadership team, participate in employer meetings, seminars, conferences or associations.
13. Collect and catalog other business resources and service information in order to make appropriate referrals; provide relevant referrals to other services as requested by employers.
14. Fully support all policies and goals of the Iowa Works system.

With (future) adaptation of target industry sector strategies and business account management model, additional Employment functions include:

15. Participate in implementation of employer sector strategies.
16. Collect and analyze information about employers' recruitment and hiring practices for distribution to job seekers.
17. Be knowledgeable about the business account management model and how the different protocols and requirements differ by account level; implement as directed.
18. Organize employer accounts and job vacancies using an industry based strategy in order to develop industry expertise.

WORKFORCE SYSTEM POLICY – 08-WSP**

Integration Premises DRAFT Policy

Purpose

This policy shall provide guidance to local workforce regions for the physical layout, floor plans and customer flow in workforce system centers.

Contents

The operational framework of an integrated workforce system requires the following key elements with respect to premises layout and floor plans:

1. Integrated staff members shall work in functional teams, or be assigned a specific set of functions within the model (as not all Centers are large enough in terms of staff size to operate in “teams”).
2. a) Staff will work in close physical proximity to other staff performing the same function or on the same team regardless of program funding stream, and b) Staff will have similar office space as other members providing the same functions/on the same team.
3. Staff must have open and unhampered access to: a) other staff performing the same function; and b) customers receiving services under the function.
4. The staff/team shall be located in the area on a floor plan that is the same area where customers will receive the services of the team/function.

In most cases, some premises changes shall be required in workforce system centers to reflect the foregoing policy. Nothing in this policy shall, in any way, alter Iowa’s rules, standards or ethical principles relating to confidentiality of customer data and information. Furthermore, at the customers’ request, staff will continue to access and use alternative office space if needed to increase the privacy of any transaction.

The goal of this policy is to encourage and foster teamwork amongst workforce system staff across program boundaries in order to provide more direct and immediate contact with customers and deliver more needed services to more customers.

Integration Functional Supervision Policy

Purpose

To provide guidance to the Iowa Works system on the leadership structure and functional supervision roles and responsibilities in integrated offices throughout Iowa. This guidance is intended to help distinguish "organizational" roles and responsibilities from "functional" roles and responsibilities. Specifically, these guidelines detail those responsibilities that may be designated by "function" and those activities that -- due to an organizations' regulation, pre-existing policy or union agreements -- will NOT change existing specifications: the designated person with authority, the operation, or method.

Contents

As a result of Iowa's integration efforts, the IowaWorks system has adopted a functional supervision model in order to achieve the vision of full service integration and seamless service delivery.

Each Region shall be organized with the following functional job descriptions for regional leadership:

- **Regional Area Coordinator:** The Regional Area Coordinator is responsible for all Iowa Works operations in the region. This function will utilize Iowa Code Chapter 28E, and will therefore be funded by both the local provider and the state.
- **Site Coordinator:** Under the direction and functional supervision of Regional Area Coordinator, the Site Coordinator shall ensure the overall success of one or more Iowa Works Centers. A Site Coordinator will be used in any site with significant numbers of staff; or one person may be designated as a "Sites" Coordinator for multiple sites with fewer staff members.
- **Team Leaders in Membership, Skills Development and Employment:** In addition to participating as a team member. Team Leaders shall lead, , and functionally supervise day-to-day activities of staff assigned to those teams. Note: due to variations in size, not all Centers will have teams (although all staff will be assigned by function), and not all teams will have individual team leaders, and may in fact be functionally supervised by the Site(s) Coordinator,

- Any staff person designated to fulfill one of the foregoing functional descriptions will be pre-determined meet the requirements for leadership and supervisory roles.

In order to integrate services and staff, these staff will serve as “functional supervisors” to staff, regardless of funding stream or formal job title (as designated by the employer). In other words, staff funded through the Workforce Investment Act may functionally supervise State-funded staff and vice versa, within the specifications detailed below.

Supervision

The term “Supervisor” has two distinct applications in this policy:

Formal supervisor -- refers to the organizational structure and job classification of supervisor as defined by each individuals’ employer (i.e., Iowa Workforce Development or the local WIA employer). It is used in this policy to distinguish those roles and responsibilities that will be maintained under existing organizational specifications – such as approval of time and attendance, processing of leave requests and performance evaluations, etc. While several activities will remain under the formal supervisor’s authority, for successful integration of services, most of these activities require coordination and consultation with the relevant “functional supervisor.”

Functional supervisor -- applies in integrated Centers to distinguish those activities that will be related to the function assigned to each individual. In general, the functional supervisor will organize, coordinate, direct and review the “day-to-day” activities, tasks and work of those assigned to the function he/she oversees.

In other words, for each individual, the formal supervisor is not changed by this policy, and is determined by the individuals’ employer; the functional supervisor is based on whatever function (i.e., Team Leader or team member) the individual is assigned to, as determined by the Regional Leadership Team’s application of the integration model. Regional Area Coordinators “functionally supervise” Site(s) Coordinators; Site(s) Coordinators “functionally supervise” Team Leaders; and Team Leaders “functionally supervise” all individuals assigned to their team.

A. Functional Supervisor

The daily activities of the Functional Supervisor include, but are not limited to, the following:

- Schedule meetings and maintain minutes;
- Organize and maintain a schedule for staffing assigned function within the Iowa Works Center(s);

- Direct and assign/reassign staff in the office based upon operational needs, and in consultation with other Team Leaders/functional supervisors; Receive and respond to internal/external inquiries;
- Prepare training for all staff;
- Draft and submit reports required of the Iowa Works system ;
- Monitor and track services assigned in the Iowa Works facilities;
- Identify and facilitate the timely resolution of problems, complaints and other issues;
- Communicate and coordinate with formal (State or local) supervisors on issues that fall under the authority of the formal supervisor
- Collaborate with other leaders and formal supervisor(s) to increase communication.

B. Formal Supervisor

The activities of the Formal Supervisor(s), who may be State and/or locally-funded, include, but are not limited to, the following:

- Hire staff;
- Discipline and/or terminate staff;
- Conduct performance appraisals;
- Approve schedule of staff assigned to Iowa Works Center;
- Approve staff payroll;
- Approve staff vacation and other leave requests;
- Approve staff travel requests and reimbursements;
- Respond to formal and informal complaints of harassment or discrimination made by and/or against staff;
- Administer EEO and AA efforts required by Federal and State law;
- Collaborate with the functional supervisor, Regional Area Coordinator, Site Coordinator and Team Leaders to increase communication among one another and all staff in order to facilitate efficient and effective operations.

Again, as noted above, many of the formal supervisor activities will need coordination and communication with functional supervisors for efficient and effective integration operations.

In the case of state merit staff, the Formal Supervisor is the contact for state merit staff on personnel matters, including compensation, personnel actions, terms and conditions of employment, performance appraisals, and accountability of state merit staff employees. Day-to-day operational and workflow matters, however, shall be directed to all staff by the Functional Supervisor. Similarly, locally-funded staff shall report only to their Formal Supervisor regarding matters as outlined above.

Examples of Integration and Execution of Supervisory Roles

A. Hours of Work/Work Schedule

Functional Supervisors must:

- Determine operational needs and the work schedules necessary to meet those operational needs.
- Obtain approval from the formal State supervisor for the hours of work and work schedule proposed for staff.
- Assign employees to a schedule compatible with operational needs.

Formal Supervisors Must

- Cooperate with the functional supervisor to determine the hours of work and schedules for staff.
- Monitor subordinates to ensure they are working all scheduled hours and/or complying with any notice requirements for requesting use of accrued leave or benefits.
- Take appropriate actions, including discipline, when staff fails to abide by the assigned schedule and/or the requirements of attendance and leave policy.

B. Holidays

Functional Supervisors must:

- Determine the appropriate staffing needs for all holiday periods, including the day before and day after each holiday and obtain approval from the Formal Supervisor.

Formal Supervisors must:

- Notify employees, functional supervisors and Regional and Site Coordinators of the annual holiday schedule in a timely manner.
- Cooperate with the functional supervisor to determine the appropriate staffing needs for all holiday periods, including the day before and day after each holiday.

C. Performance Appraisals

Performance Appraisals are a case example of the communication and coordination that will be required between functional and formal supervisors for integrated services to be successful.

Functional Supervisors must:

- Document and communicate staff performance to the formal supervisor to assist in measuring employee progress.

Formal Supervisors must:

- Translate the regional strategic plan into individual employee goals that are specific, measurable, achievable and framed as outcomes or results.
- Provide regular, frequent coaching and feedback to employees based upon individual observations and functional supervisor input.
- Identify development needs of each employee and establish plans to address those needs.
- Conduct an annual written performance appraisal pursuant to the policy and procedure established by the individual's employer..

D. Discipline

Functional Supervisors must:

- Cooperate in any administrative investigations into allegations of misconduct.

Formal Supervisors must:

- Consistently implement and enforce all workforce rules and standardized policies.
- Monitor the performance and behavior of subordinates.
- Conduct or cooperate in any administrative investigations into allegations of misconduct.
- Recommend or impose discipline in accordance with the collective bargaining agreement (if applicable), laws, rules and policies.

Policy

This policy is not all inclusive. Rather, it serves as an example of the interactive nature of the functional supervisor, formal supervisor and regional leadership team. Employees with questions about the organizational structure of their office or their direct reporting authority should contact Human Resources at (515) 281-3315.

ONE-STOP CERTIFICATION FRAMEWORK

The following steps have been outlined for the development of the One-Stop Certification process.

- Pre-Part I:** Survey/Evaluation of where current status of "One-Stops"
- Part I:**
 - Planning Guidelines
 - Baseline Criteria
 - 1, 3, & 5 year Goals Established
 - Measurements
 - Accountability
 - Monitoring
- Part II:** Identification of resources necessary and/or desired to achieve 1, 3 and 5 year goals
 - What resources are accessible
 - Will these resources be supported by the State Board, IWD Administration and/or Local Management
 - How/Who will fund
- Part III:** Role Definition – RWIB, State Board, etc.
- Part IV:**
 - Process Map
 - Certification
 - How was certification achieved?
 - Evaluation of Outcomes

Exhibit H

Iowa Works Integrated Services Organizational/Functional Chart

